



**Assistant Secretary of
the Army for
Civil Works**



**US Army Corps
of Engineers®**

2014 Strategic Sustainability Performance Plan

30 June 2014

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USACE Policy Statement



DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
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JUN 30 2014

MEMORANDUM FOR DEPUTY COMMANDING GENERAL, US ARMY CORPS OF ENGINEERS, 441 G STREET, N.W. WASHINGTON, DC 20314

SUBJECT: U.S. Army Corps of Engineers (USACE) Sustainability Policy

1. References:

- a. Executive Order (E.O.) 13514, Federal Leadership in Environmental, Energy, and Economic Performance.
- b. E.O. 13423, Strengthening Federal Environmental, Energy, and Transportation Management.
- c. Energy Independence and Security Act (EISA) of 2007.
- d. Energy Policy Act (EPAct) of 2005.
- e. Presidential Memorandum -- Federal Fleet Performance, 24 May 2011.
- f. Presidential Memorandum -- Implementation of Energy Savings Projects and Performance-Based Contracting for energy savings, 02 December 2011, and new 2016 goal established via CEQ email (Jonathan Powers).
- g. Presidential Memorandum -- Driving Innovation and Creating Jobs in Rural America through Biobased and Sustainable Product Procurement, 21 February 2012.
- h. Presidential Memorandum -- Federal Leadership on Energy Management, 5 December 2013.
- i. Operation Order (OPORD) 2014-12, USACE Sustainability, Internal Operations & Infrastructure, 14 March 2014.
- j. USACE Sustainability Plan (SP).

2. Purpose. This memorandum establishes policy regarding sustainability and the implementation of E.O. 13514.

3. Applicability. This policy applies to all aspects of USACE activities to include contracted work; however, the sustainability outcomes supported on behalf of Federal customers will be accounted for under those customers' reporting procedures.

4. Policy.

a. As a prominent Federal entity, a key participant in the use and management of many of the Nation's water resources, a critical team member in the design, construction, and

management of military and civil infrastructure, and responsible members of the Nation's citizenry, the USACE strives to protect, sustain, and improve the natural and manmade environment of our Nation and is committed to comply with applicable environmental and energy statutes, regulations, and E.O.s.

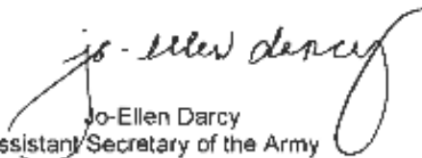
b. E.O. 13514 states that sustainability means "to create and maintain conditions, under which humans and nature can exist in productive harmony, that permit fulfilling the social, economic, and other requirements of present and future generations." Consistent with the E.O., sustainability should not only be a natural part of all USACE decision processes, but should also be a part of our organizational culture. USACE is a steward for some of the Nation's most valuable natural resources, and we must ensure our customers receive products and services that provide for sustainable solutions that address short and long-term environmental, social, and economic considerations.

c. Focus areas for Fiscal Years 2014 and 2015 are the following:

- Implementing OPORD 2014-12 and Major Subordinate Command Sustainability Investment Strategies
- Implementing energy and water conservation measures identified by audits
- Implementing the USACE Non-Tactical Vehicle Fleet Management Plan
- Issue policy on Sustainable Buildings
- Implementing not less than \$10M in energy performance contracts in support of the President's Performance Contracting Challenge
- Influencing visitors' behavior at USACE recreational facilities to reduce energy and water consumption

d. To achieve our sustainability goals, USACE will employ a systems approach through the development of annual sustainability plans and investment strategies, execution of those plans and strategies, performance reviews at all levels of Command, and course adjustments as directed by the USACE Strategic Sustainability Committee. The key to success will be the assignment and acceptance of personal responsibility for achieving a sustainable future by all members of the organization.

5. I am confident we can meet these goals and set standards for others to follow. I believe excelling in sustainability is not only good for the Nation and our posterity, but a sound business practice that will ease some of our future operations and maintenance expenses. I have every confidence we will be successful.


Jo-Ellen Darcy
Assistant Secretary of the Army
(Civil Works)

CF:

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Mr. Steven L. Stockton, Director of Civil Works, USACE
Mr. Lloyd C. Caldwell, Director of Military Missions, USACE
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Executive Summary

Vision

The mission of the U.S. Army Corps of Engineers (USACE) is to provide vital public engineering services in peace and war to strengthen the Nation's security, support the economy, and reduce risks from disasters. To achieve this mission, USACE contributes to the national welfare and serves the public by providing quality and responsive services to the Nation, the Army, and other customers in a manner that is environmentally, economically, and socially sustainable.

Continued integration of sustainability into the USACE mission and organizational culture is essential to success in achieving federal sustainability goals. USACE will continue to employ a systems-based, continual improvement approach to integrate sustainability into its mission and organizational culture, with an ultimate goal of assignment and acceptance of personal responsibility for achieving a sustainable future by all members of the organization. USACE will continue to use, at all levels of command, a recurring cycle of planning, execution, measurement, performance review, and annual course-correction/redirection, that will integrate sustainability more deeply into its mission and the organizational culture with every passing year.

Sustainability plays a prominent role in the USACE Campaign Plan (UCP). UCP Objective 1c, "Support the Nation and the Army in achieving our energy security and sustainability goals," is organized into three actions:

- Action 1: Achieve federal targets within USACE's internal operations and infrastructure.
- Action 2: Support Army Energy Programs.
- Action 3: Successfully design and construct sustainable facilities (regardless of location).

This USACE 2014 Sustainability Plan (SP) is focused on Action 1 and describes USACE's past sustainability performance and the priority strategies the Command will employ through fiscal year (FY) 2015 to maintain or improve performance. This plan meets the Executive Order (EO) 13514, Federal Leadership in Environmental, Energy, and Economic Performance, Section 8 requirement to annually update an integrated Strategic Sustainability Performance Plan. The format of the SP is prescribed by the White House Council on Environmental Quality (CEQ).

Leadership

The Assistant Secretary of the Army for Civil Works (ASA (CW)) is the Senior Sustainability Officer and the Senior Point of Contact for Climate Change Adaptation for USACE. The ASA (CW) works with USACE's Deputy Commanding General, Civil Works leadership and the Environmental Community of Practice to lead the Strategic Sustainability Committee (SSC) in driving improved sustainability performance. Quarterly SSC meetings provide collective review and strategic direction/redirection for the Sustainability Program. Sustainability performance is

tracked through the USACE Campaign Plan (UCP) and the Army Campaign Plan using the Army Strategic Management System and existing management review processes.

Performance Review

Goal 1-1: Greenhouse Gas (GHG) Reduction, Scope 1 & 2

Integration

USACE has integrated its Scope 1 & 2 GHG goal (23.1% reduction by FY2020 relative to the FY2008 baseline) into its overarching, internal strategic plan, which is known as the USACE Campaign Plan (UCP). Also integrated into the UCP are other federal goals that directly support the overarching Scope 1 & 2 GHG goal: Energy Intensity and Non-tactical Vehicle (NTV) Petroleum Reduction. (Each of these federal goals is discussed in its own subparagraph below.) In addition to the federal goals, USACE has established an internal goal to reduce petroleum consumption in its vessel fleets – a fleet of roughly 2,800 vessels including dredges, tugs, barges, and a variety of smaller boats. Also, investments that are sustainable, energy efficient, and cost effective are integrated into the annual Civil Works Operation and Maintenance (O&M) budget and funded within the funding limits established by USACE leadership and the ASA (CW).

Evaluation Measures

USACE tracks Scope 1 & 2 GHG reduction directly on an annual basis using the federal scorecard. It also tracks federal goals for facility energy (55% of USACE FY 2013 Scope 1 & 2 GHG emissions) and NTV petroleum consumption (13% of USACE FY 2013 Scope 1 & 2 GHG emissions), and the internal USACE goal for vessel petroleum reduction (32% of USACE FY 2013 Scope 1 & 2 GHG emissions).

Successes

USACE lost ground on its Scope 1&2 GHG reduction goal, slipping from 5.8% progress (AMBER) in FY 2012 to just 2.2% (RED) in FY 2013. USACE attributes the increase in GHG emissions primarily to improvements made in collecting and reporting fuel consumed by vessels following issuance of a new vessel fuel consumption reporting policy in November 2013. USACE will consider in FY 2014-2015 whether the magnitude of the increase in Scope 1&2 GHG emissions (3.6% relative to the FY 2008 baseline) due to improvements in data collection and reporting may warrant a baseline update.

Challenges

Between FY 2012 and FY 2013, USACE saw a net increase of 11,945 MTCO₂e (megatons of CO₂ emissions), 98% of which resulted from reported increases in vessel fuel (~1M gallons) and aircraft fuel (~0.3M gallons). While the increase appears to be the result of improvements in data collection and reporting, USACE will evaluate its vessel and aircraft fuel consumption data – for past years as well as FY 2014 -- to determine whether a baseline update is warranted. Otherwise, the most significant systemic issue limiting USACE progress on the Scope 1 & 2 GHG goal is the rate of investment in energy [and water] conservation measures (ECMs) at the largest USACE facilities (i.e. USACE designated Covered Facilities). Most USACE designated

Covered Facilities are revolving fund (fee for service) facilities, which do not program for or receive appropriated funds. USACE will continue to emphasize alternative (3rd party) financing as the key to success in achieving the Scope 1 & 2 GHG reduction goal.

Lessons Learned

USACE's primary lesson learned is the fundamental importance of maintaining complete and accurate energy and petroleum consumption data. Facility energy and petroleum consumption by non-road vehicles and equipment collectively account for 87% of USACE Scope 1 & 2 GHG emissions. Therefore, it is imperative that energy and petroleum consumption data be reported accurately and reviewed for data quality and completeness issues. Another equally important lesson learned is that USACE, as an agency, must aggressively employ alternative financing tools such as Energy Savings Performance Contracts (ESPCs) in order to achieve its Scope 1 & 2 GHG reduction goal.

Planned Actions

In FY 2014-2015, USACE will focus primarily on reducing facility energy usage and NTV petroleum consumption to reduce its Scope 1 & 2 GHG emissions. Specific actions include completing energy and water audits at the largest energy-consuming facilities, investing in the ECMs identified in the audits, placing increased emphasis in alternative financing tools such as ESPCs, and reducing NTV fleet size while increasing alternative fuel consumption and the overall fuel efficiency of the NTV fleet. USACE will also evaluate its vessel and aircraft fuel consumption data – for past years as well as FY 2014 -- to determine whether a baseline update is warranted, while investigating vessel fuel reduction options. OPORD 2014-12 has also directed specific administrative controls to improve completeness and accuracy of vessel fuel data. USACE will continue a USACE-wide effort to improve utility metering – and to meet federal advanced metering requirements -- as a means to inform improvements in operational controls and procedures to reduce facility energy consumption.

Goal 1-2: Greenhouse Gas (GHG) Reduction, Scope 3

Integration

The USACE Scope 3 GHG goal (5% reduction by FY 2020 relative to the FY 2008 baseline) is integrated into USACE mission activities through centrally-directed policies and procedures to reduce business travel and increase workplace flexibility through telework, alternative work schedules, and mass transit support and subsidies. These initiatives impact USACE's largest sources of GHG Scope 3 emissions: business air and ground travel and employee commuting.

Evaluation Measures

USACE tracks Scope 3 GHG reduction on an annual basis using the federal scorecard. Since employee commuting practices are difficult to measure directly, USACE conducts an employee commuting survey every 2-3 years to update data on employee commuting practices and evaluate policy options. USACE will execute its second commuter survey in FY 2014. USACE uses data from the Defense Travel Management Office (DTMO) to estimate Scope 3 emissions from business (air and ground) travel.

Successes

USACE achieved its Scope 3 GHG emissions reduction goal at the end of FY 2013, reporting a 10.1% reduction relative to the FY 2008 baseline. USACE achieved a reduction in Scope 3 GHG emissions of nearly 8,100 MTCO₂e between FY 2012 and FY 2013, the majority of which resulted from reductions in business air and ground travel, which resulted, at least in-part, from USACE travel-related policies and procedures. The reductions in business air and ground travel where due, at least in-part, to USACE travel-related policies and procedures.

Challenges

Having achieved its FY 2020 goal in FY 2012 and FY 2013, the primary challenge for USACE will be to maintain its performance – particularly with regard to reductions in business travel -- and identify and implement new initiatives to further reduce Scope 3 emissions.

Lessons Learned

USACE's primary lesson-learned to date with regard to the Scope 3 GHG emissions goal is the fundamental importance of maintaining complete and accurate travel data, and accounting for the data consistently.

Planned Actions

In FY 2014-2015, USACE will focus primarily on updating its commuter survey and continually work to expand participation in authorized alternative work schedule and telework opportunities.

Goal 2: Sustainable Buildings

Integration

USACE views Sustainable Buildings as an inherently integrated goal, as it brings together under a single goal the facility energy intensity (30% reduction from the FY 2003 baseline by FY 2015) and the water intensity (26% reduction from the FY 2007 baseline by FY 2020) goals, as well as the Guiding Principles for High Performance and Sustainable Buildings. USACE has integrated the facility energy intensity and potable water intensity goals into the UCP to get USACE started on the path toward the Sustainable Buildings goal. Efforts to meet the energy and water intensity goals will support GHG reduction, as well as the associated energy and water efficiency requirements of the Guiding Principles. As discussed under Goal 1, sustainability and energy efficiency investments are also presented in the annual Civil Works Operation and Maintenance (O&M) budget when they are life cycle cost effective and can be funded within the funding limits established by USACE leadership and the ASA (CW).

Evaluation measures

USACE tracks on an annual basis its progress toward the facility energy intensity and potable water intensity goals as “lagging” indicators of its progress on the Sustainable Buildings goal. USACE is also tracking internally, on a quarterly basis, a set of “leading” metrics focused on execution of audits and implementation of energy and water conservation measures at USACE's largest energy consuming facilities. The leading metrics are tracked at the HQ and Major Subordinate Command (MSC) levels, and they are designed to drive the kinds of actions facilities need to be taking to improve performance on the Sustainable Buildings goal.

Successes

Through the end of FY 2013, USACE lost ground on its energy intensity goal, falling from 11.5% progress to 5.2% (RED). However, USACE made gains on its potable water intensity goal, increasing from 12.3% to 16.5% (GREEN). USACE did make progress regarding alternative financing, and executed its first ever ESPC contract at a Civil Works (CW) facility in late May 2014.

Challenges

A lack of funding for energy and water audits at many of USACE's largest energy consuming facilities delayed the audits into FY 2013. Accordingly, a lack of audit results has impeded USACE progress in identifying and budgeting strategically for life-cycle, cost effective energy and water conservation measures. Another systemic issue impairing progress on the Sustainable Building goal is the inability to invest appropriated funds in facilities that operate on revolving fund accounts. Also, in spite of USACE recent success executing its first ESPC at a Civil Works project, application of federally-authorized alternative financing tools (such as ESPCs) has been, and remains, a challenge because of the small size and geographic dispersion of the vast majority of USACE facilities.

Lessons Learned

The primary USACE lesson learned for Sustainable Buildings is that energy manager training and rigorous facility-level audits are essential prerequisites to maximize return for sustainability and energy/water efficiency investments.

Planned Actions

For existing facilities, USACE is compiling its FY 2014-2015 Sustainability and Energy Investment Strategy to identify and prioritize energy and water conservation opportunities USACE-wide, and to identify specifically which investment opportunities may also be viable alternative financing projects. For new construction and renovation work, USACE will focus on issuing policy and guidance for implementing (within USACE-owned facilities) the updated Department of Defense (DoD) Unified Facilities Criteria (UFC) for High Performance Sustainable Buildings. USACE will continue to invest in facility energy audits to guide future strategies and sustainability projects.

Goal 3: Non-Tactical Vehicle (NTV) Fleet Management

Integration

The USACE Optimal Fleet Management Plan, as required by Presidential Memorandum (Federal Fleet Performance, 24 May 2011), integrates the fleet management requirements of EO 13514, EO 13423, the Energy Independence and Security Act, the Energy Policy Act, and the Presidential Memorandum into one document. It describes the strategies USACE will implement to right-size the fleet and reduce petroleum consumption, two metrics tracked as part of the UCP. The Optimal Fleet Management Plan also supports Goal 1, GHG reduction.

Evaluation Measures

USACE has multiple fleet metrics, such as fleet size and petroleum consumption. Petroleum consumption is tracked monthly and quarterly, internal to USACE, and it is reported externally

on an annual basis. Fleet size is also being tracked on a quarterly basis as a “leading” metric. This leading metric helps USACE focus on fleet composition (correct number of alternative fuel vehicles, smaller vehicles and higher average mileage vehicles) and total number of vehicles. The leading metrics are tracked at the HQ and MSC levels, and are designed to drive the kinds of actions the USACE Fleet Manager needs to take to improve performance on the Sustainable Fleet goal.

Successes

At the end of FY 2013, USACE achieved progress in the deployment of the Federal Fleet Management System (FedFMS) and is ahead of schedule in reducing its fleet size. USACE also reduced its NTV fuel consumption by 6.89% bringing USACE to 12.5% progress towards its FY 2015 goal; inventory reduced by 3.62%, and reduced its miles driven by 5.8% between FY 2012 and FY 2013.

Challenges

Through FY 2013, USACE had difficulty in getting all MSCs to comply with the statutory requirement to use a Fleet Management Information System (FMIS). USACE and the USACE Fleet Manager identified fleet management deficiencies during the FY 2012 Annual Assurance Period. The USACE Fleet Manager continues to monitor the FMIS monthly but elements are not reporting. The use of a FMIS will correct these deficiencies and capture USACE-owned fleet data (fuel consumption, cost and inventory) which has previously been non-existent or not inclusive of the entire USACE-owned fleet. However, it is a struggle to ensure MSCs and all fleet handlers are using FMIS regularly. Acquiring vehicles without coordination with USACE Fleet Manager through Contracting and Defense Reutilization and Marketing Service (DRMS) Offices remains a challenge.

Lessons Learned

There are three primary lessons learned with regard to fleet. 1) Closer scrutiny of the Vehicle Allocation Methodology (VAM) that is submitted annually by MSCs to the Transportation Division and then rolled up as one Master USACE VAM submitted to GSA and the Department of Energy (DOE). The VAM and the Optimal Fleet Management Plan comprise the USACE plan to reduce fleet size, right size fleet composition and reduce petroleum consumption while increasing alternative fuel consumption. 2) The Transportation Division must update fleet management policies to incorporate all federal mandates. 3) USACE needs to improve controls on practices of obtaining vehicles through the DRMS and direct contracting.

Planned Actions

The USACE Fleet Manager will work on the following actions: (1) Aligning fleet composition (both numbers and types of vehicles) with mission requirements and decreasing the fleet inventory by greater than 10% by 2015 relative to the FY 2011 fleet inventory; (2) Reporting non-compliance with use of FedFMS in third quarter of FY 2014; (3) Monitoring vehicle acquisitions and disposals to ensure they are in-line with District Fleet Management Plans; and, (4) Coordinating with the DoD to transition USACE, as mandated by DoD Memorandum dated 1 April 2014, to deploy the Defense Property Accountability System (DPAS) in June 2014. DPAS

will standardize reporting and allow USACE to run comprehensive fleet reports, real-time Dash Board, and Vehicle Dispatch Module, and make this information available to all MSCs.

Goal 4: Water Use Efficiency & Management

Because of the similarities among the management of energy, water and sustainable buildings requirements for federal facilities, as well as the associated Federal Energy Management Program (FEMP) guidance, the information that would be presented under Goal 4 (sub-sections 4.a. – 4.f.) is already included in the analogous sections under Goal 2, Sustainable Buildings.

Goal 5: Pollution Prevention & Waste Management

Integration

It is USACE policy to comply with all applicable statutory and legal requirements, Executive Orders, and policies pertaining to pollution prevention and waste management. In order to achieve the 2015 non-hazardous solid waste diversion goal, and the construction and demolition debris diversion goal, USACE determined that a centrally-directed program that enables quantification, tracking of waste streams, and upward reporting is necessary. USACE encountered several challenges in implementing a centrally-directed program at its Civil Works facilities, which are discussed below. Future strategies will focus on implementing policies and directives for solid waste management and diversion programs where the local infrastructure and services support them.

Evaluation Measures

USACE has not yet implemented evaluation measures for Goal 5. However, USACE does have a robust environmental compliance program that includes protocols to evaluate recycling and pollution prevention plans.

Successes

None.

Challenges

Civil Works project facilities are often located in rural areas where solid waste management services are limited to collection, transportation and disposal. At many Civil Works project locations, solid waste quantification (mass or volume) and recycling services are not available. Further, based on estimates of solid waste generation by USACE employees and visitors, more than 200,000 tons are generated at USACE facilities annually, more than 90% of which are generated by visitors -- both day-use visitors and campers. These varying local conditions create a challenge in the development and issuance of centralized policies and have hampered the development of a solid waste management and diversion policy.

Lessons Learned

See Challenges.

Planned Actions

The planned actions for this goal include issuing a solid waste management and diversion policy and developing awareness training for USACE employees. The awareness training will focus on changing the view of visitor-generated solid waste from a "disposal burden" to a "resource stream." It will also focus on ways that USACE facilities can leverage the Public Law 104-52 (Section 608) authority to retain proceeds from sales of recyclable materials.

USACE is in the early stages of developing and implementing a Sustainable Recreation Program, which will focus on visitor-related energy and water consumption and solid waste disposal practices at campgrounds and day use areas. Once USACE establishes policies, they will be integrated with sustainable buildings requirements, sustainable acquisition requirements, and greenhouse gas reduction strategies.

USACE will continue to ensure that integrated pest management is included in operations management plans and look for opportunities to improve chemical management through the Environmental Compliance Program.

Goal 6: Sustainable Acquisition

Integration

In order to achieve the 95% sustainable acquisition goal, USACE must integrate and apply sustainable acquisition principles throughout the life cycle of projects from planning through construction. USACE has integrated sustainable acquisition requirements into the UCP, USACE Acquisition Instruction, Engineering Regulation 415-1-11, Biddability, Constructability, Operability, Environmental and Sustainability (BCOES) Reviews, the "Model Request for Proposal" for Design-Build vertical construction projects, and the specification review process. Sustainable acquisition requirements are being integrated into awareness and technical training for both requirements generators and acquisition personnel. It will be further integrated with the federal sustainable buildings and materials and waste management policies and criteria.

Evaluation Measures

Through the Federal Procurement Data System (FPDS), USACE tracks on a quarterly basis the percent of applicable contracts that contain sustainable acquisition clauses as required by the Federal Acquisition Regulation (FAR). During FY 2013, USACE did not achieve 95% compliance with sustainable acquisition requirements. However, USACE is making progress in putting the programmatic elements in place to drive improvement in the near future.

Successes

USACE technical workforce was trained on sustainable acquisition in a series of webinars. USACE is hosting sustainable acquisition training for the Contracting workforce in 3rd quarter FY 2014; this training will be for USACE employees contracting but will also include contracting personnel from other Army commands. USACE issued Interim Policy Directive (IPD) #14-IPD-02 on 21 March 2014. The IPD provides an overview of the Federal procurement preference programs and guidance for implementing sustainable acquisition policies in USACE. The issued

guidance was intended to facilitate compliance within USACE activities in the continental United States with Federal laws and regulations as well as DoD and Army policies. The USACE Sustainable Acquisitions website was launched in March 2014 to provide information on sustainable policies and guidance.

Challenges

The current federal system available to track sustainable acquisition compliance, FPDS, does not have adequate capability to complete federal reporting requirements. A manual review of contracts is required to accurately determine if an “applicable” contract (as defined by the FAR) actually requires a sustainable acquisition FAR clause. These manual reviews are labor intensive and USACE has not yet established a sampling methodology in line with current manpower resource constraints.

Of the approximately 848 Unified Facilities Guide Specifications (UFGS), USACE manages 399 (only 47%) as part of the DoD Tri-Service Unified Facilities Criteria Program, aimed at developing uniform facilities criteria across all DoD agencies. For those specifications not managed by USACE, USACE will continue to recommend specification updates to the Tri-Service Working Groups for consideration and final implementation.

Lessons Learned

Sustainable acquisition is a complex requirement that calls for cross-functional awareness and teamwork across a variety of organizations. Consequently, much of USACE’s effort to improve sustainable acquisition will be focused on changing the culture to incorporate sustainability considerations into the earliest phases of the acquisition process. USACE has also learned the challenges of reporting and capturing data with the operating systems.

Planned Actions

USACE is developing sustainable acquisition training for the acquisition community and refining training for those organizations in USACE that generate the requirements for products and services. Several webinars are planned for FY 2014-2015. This training will be mandatory for acquisition teams and purchase card holders and available to all USACE employees. USACE is developing a Green Procurement Guide to provide formal instruction for USACE contracting entities that are in a position to drive affordable, market based environmental improvements. The Green Procurement Guide is intended to facilitate compliance by Districts and Centers within the continental United States with Federal laws and regulations as well as DoD and Army policies.

Goal 7: Electronic Stewardship & Data Centers

Integration

Electronic stewardship and data center efficiency is integrated into USACE mission activities by centrally-directed policies and procedures in concert with Army policies for acquiring, managing and disposing of information technology and other electronic products. USACE uses the Army’s Computer Hardware, Enterprise Software Solutions (CHESS) program, under Program Executive Office Enterprise Information Systems (PEO EIS). CHESS is the mandatory source for commercial

Information Technology (IT) purchases and includes Energy Star and Electronic Product Environmental Assessment Tool (EPEAT) requirements.

The USACE Directorate of Corporate Information (CIO) policy was issued November 2010 to cover power management and duplexing requirements. This policy was updated in July 2012, in accordance with the 30 May 2012, All Army Activities (ALARACT) 145/2012 – HQDA Exercised Order (EXORD) 199-12, *Apply and Enforce Energy Efficiency and Management Capabilities of Information Technology*. In accordance with Army Directive 2013-26, dated 2 Dec 2013, USACE will review all output devices for efficiency and effectiveness. All devices will be reviewed for usage and location to ensure devices are sized for the correct capacity, meet mission requirements and are located for effective use. USACE actions related to data centers are included in the Army Data Center Consolidation Plan (ADCCP) and the DoD Sustainability Plan and, therefore, are not duplicated in this Sustainability Plan. Surplus or end-of-life electronics are sent to the Defense Logistics Agency (DLA) for proper disposal in accordance with GSA BULLETIN Federal Management Regulation (FMR) B-34, Disposal of Federal Electronic Assets.

Evaluation Measures

USACE tracks performance on information technology purchases, power management, and duplexing, on an annual basis as required by the OMB Sustainability and Energy Scorecard process. Through 2015 USACE will track the effectiveness of compliance with Army Directive 2013-26 and report, as required, through Army.

Successes

USACE has met, and will continue to meet the electronic stewardship requirements as reflected on the OMB Sustainability and Energy Scorecard. An example of a particular success is USACE's Server Consolidation project to reduce the number of physical servers and associated server racks that operate at each USACE Installation Processing Node (IPN). The completed project surpassed the goal that was set for FY13 by 50 servers. USACE turned off another 654 servers and eliminated 45 server racks holding those servers since the last report, for a total of 2,456 physical servers and 173 server racks eliminated. Elimination of the servers and racks will save another 152.25 Kilowatts a year, for a total of 668.8 Kilowatts (power) per year since the program started. This effort saved an additional \$929K, since the last report.

Challenges

Application Rationalization is a project that is part of the ADCCP. Application Rationalization completes an inventory of server applications operating on the USACE network (CorpsNet) and does an analysis on whether to consolidate, delete or modernize an application. USACE purchased and implemented FlexManager in May 2014 to identify all server-based applications and client based software across the enterprise. The list of the findings will be verified and scrubbed by each owning office. The local scrub includes identifying software that is mission critical and software that is no longer needed. This list will be further analyzed to reduce multiple versions of the same title and look for redundancy in capability. This project is expected to be completed in FY 2015. Progress, by milestones outlined in OPORD 2014-12 (14 March 2014), is being monitored and reported to the CIO.

Lessons Learned

The number of different titles and versions of the same software are a result of poor controls on acquisition of software and lack of resources to monitor and sustain purchased software.

Planned Actions

USACE will continue to implement the Application Rationalization project and measure the reduction in total software titles. The new Portfolio Manager implemented in FY 2014 will analyze server-based applications to ensure there is no redundancy and make recommendations to the Communities of Practice (CoPs) to eliminate duplicate capability.

Goal 8: Renewable Energy

Integration

As the nation's #1 generator of hydropower, USACE has a long-standing interest in renewable energy. Since the inception of the USACE Sustainability Program in FY2010, USACE has emphasized increased on-site generation and use of renewable energy, particularly renewable electricity, to achieve the federal goal of having 7.5% of USACE total annual electricity consumption generated by renewable energy sources. USACE will continue a multi-faceted approach involving the Federal Energy Regulatory Commission (FERC), existing and prospective FERC licensees, and the USACE Hydropower Modernization Initiative to increase its consumption of renewable energy toward the 20% renewable electricity goal recently established in Presidential Memorandum *Federal Leadership on Energy Management*, 5 December 2013. USACE is also implementing facility-level renewable energy initiatives such as PV, micro-hydropower, and station service hydropower to increase its renewable electricity consumption from the current 12.1% toward the new goal of 20%.

Evaluation Measures

USACE tracks the Renewable Energy goal at the agency level on an annual basis using the federal scorecard. USACE also tracks renewable energy generation and consumption on an annual basis in the FEMP Sustainability-GHG report for each USACE facility reporting renewable energy purchases or on-site renewable energy generation and use.

Successes

USACE has achieved the federal renewable energy goal for each year that it has reported renewable energy consumption to FEMP and the Administration. Not surprisingly, USACE success is a result of its long-term, systematic investments in modernization of USACE hydropower generation capabilities to increase capacities and efficiencies and, therefore; generate Incremental Hydropower.

Challenges

Having achieved its renewable energy goal for each year USACE has been reporting as a scorecard agency, the main challenge for USACE is to increase on-site generation and consumption of renewable electricity toward the new 20% renewable electricity goal. One of the key systemic challenges USACE faces is making O&M investments in hydropower infrastructure as a means to achieve the federal goal – i.e., solely for the benefit of the facility

and USACE. In general, the O&M costs for improvements in hydropower generating capabilities at USACE hydropower dams are passed on to the customers. Passing hydropower investment costs to customers for investments that do not benefit customers is problematic.

Lessons Learned

After consultation with FEMP, USACE adopted a methodology developed by the Department of Interior (Bureau of Reclamation) for calculating its consumption of renewable hydropower (incremental hydropower) generated on-site at USACE hydropower dams. USACE's primary lesson learned is interagency collaboration and sharing can result in benefits that advance both the individual agency's performance and the Nation's renewable energy goals.

Planned Actions

USACE will continue the kinds of actions that have enabled it to achieve its renewable energy goals to date. Specifically, USACE will continue investing in cost effective projects to increase on-site generation and consumption of renewable electricity, with emphasis on USACE and FERC hydropower capabilities, while also emphasizing investments in energy efficiency. In addition, HQ USACE initiated a FY 2014-2015 study of renewable electricity alternatives for Civil Works projects. The study will objectively consider the cost/benefit of various hydropower (e.g., incremental, FERC and micro-hydro) and photovoltaic options available for selected Civil Works projects, and propose one or more potential paths forward to achieve the 20% renewable electricity goal by FY 2020. USACE will also look into ways to leverage alternative financing tools such as ESPCs and Power Purchase Agreements to increase on-site generation and use of renewable energy.

Goal 9: Climate Change Resilience

Integration

USACE continues to mainstream climate change adaptation into its missions and operations as required by our overarching Climate Change Adaptation Policy. Mainstreaming means to integrate and incorporate considerations of climate change and variability in all phases of the project lifecycle, for both new and existing projects, to enhance the resilience of our built and natural water-resource infrastructure and to reduce potential vulnerabilities to the effects of climate change and variability. USACE has four strategies to achieve mainstreaming climate preparedness and resilience: Focus on Priority Areas, External Collaboration, Improving USACE Knowledge, and Developing Policy and Guidance.

Evaluation Measures

USACE tracks climate preparedness and resilience through annual metrics in the USACE Campaign Plan and the Army Campaign Plan, which are formal assessments of the agency's goals and progress. These metrics address external collaboration, improving knowledge about climate impacts and adaptation at the district and division level, progress against a planned three-year schedule of policy and guidance, and progress in refining and conducting vulnerability assessments. Evaluations include internal and external review, as appropriate, of draft policies and of work products designed to inform policies and decision making relevant to climate change preparedness and resilience. Moreover, USACE was the focus (together with

Interior's Bureau of Reclamation) of a Congressionally requested study by the Governmental Accountability Office in 2013; the result of this study was that GAO made no recommended changes to the goals, methods, or aims of USACE climate change work.

Successes

USACE successes benefit from very fruitful external collaboration around its active program to improve knowledge of climate change threats, vulnerabilities, and about potential adaptation measures to support policies and guidance for adaptation planning and implementation.

Recent successes include the interagency Sea Level Rise Tool for Sandy Recovery, which won a 2013 GreenGov Presidential Climate Champion Award. The interagency team included multi-disciplinary representatives from USACE, the National Oceanic and Atmospheric Administration, the Department of Homeland Security's Federal Emergency Management Agency, and the U.S. Global Change Research Program.

A second success is the first technical guidance for adaptation, "Engineer Technical Letter 1100-2-1, Procedures to Evaluate Sea-Level Change Impacts, Responses, and Adaptation." This adaptation implementation guidance was developed by an extensive, interagency, international and multi-disciplinary team, incorporating team members from USACE, partner agencies, and other experts in academia and the private sector. Additional successes are described in the 2014 Adaptation Plan.

Challenges

A major challenge is the lack of actionable science to inform decision-making required by hydrologic impacts of climate change. USACE continues to work closely with science agencies, the US Global Change Research Program, the Federal Agency Adaptation Community of Practice, the Climate Change and Water Working Group, and external national and international experts to establish and enhance the flow of information between users and producers of actionable science. USACE is not alone facing this challenge as a user of this information and is very well positioned through its work to create and sustain bilateral and multilateral collaborations with NOAA, USGS, NSF, and other agencies engaged in the production of climate change information.

Lessons Learned

- USACE has a wide variety of lessons learned, which are described more fully in the Adaptation Plan. Some general lessons learned to date:
- All agencies benefit from collaboration around climate change adaptation issues.
- Stakeholders benefit when agencies with aligned missions and operations develop consistent approaches to adaptation.
- Close coupling of science and engineering agencies helps us effectively aggregate and translate science into actionable engineering information supporting adaptation policy and actions.
- Embracing uncertainty increases robustness to future changes.

Planned Actions

- Planned actions for the remainder of CY 2014 include:
- Completing the screening-level assessment of the vulnerability of USACE coastal projects to climate change
- Publishing new guidance to support climate preparedness and resilience implementation, including for extreme weather events
- Making publically available new and updated adaptation methods and tools supporting implementation
- Forming and supporting teams to explore supply chain issues and human health and safety impacts of climate change
- Continuing extensive external collaboration aimed at informing policy and guidance development.

Goal 10: Energy Performance Contracts

Integration

Energy Performance Contracts, such as ESPCs, ENABLE ESPCs (a small-scale ESPC targeting specific ECMs), and Utility Energy Service Contracts (UESCs) are tools with the potential to improve USACE performance on 6 of the 7 Sustainability/Energy scorecard goals: GHG Scope 1 & 2, GHG Scope 3, facility energy intensity, facility water intensity, renewable energy, and high performance and sustainable buildings. In light of the potential benefits of Energy Performance Contracts, HQ USACE is centrally funding the US Army Engineering and Support Center, Huntsville (HNC) to support the MSCs in identifying and executing economically viable ESPCs and UESCs. HNC and the MSCs are leveraging the knowledge and data compiled while executing EISA 432 required Covered Facility energy and water audits to inform and expedite development of economically viable Energy Performance Contracts.

One of the major new initiatives HQ USACE directed in OPORD 2014-12 (14 March 2014) is the development of USACE-wide Sustainability and Energy Investment Strategy that integrates individual MSC requirements for energy/water conservation measures, across all USACE facilities, and use all available fund sources (appropriated, revolving fund, and 3rd-party financing). In FY 2014-2015, USACE will compile and evaluate, collectively, all of the MSC investment strategies to chart a course of action to expedite achievement of energy, water and GHG reduction goals over the period FY 2015-2019.

Evaluation Measures

USACE tracks internally, in the context of its quarterly Sustainability Leading Metrics, the development and submission of MSC-level Sustainability and Energy Investment Strategies and Sustainability Plans. The MSC-level strategies and plans contain the information required to identify and prioritize Energy Performance Contract opportunities. USACE will continue to schedule, track and report progress on its top priority Energy Performance Contracts in OMB MAX in accordance with Administration policies and procedures. Note: OMB MAX is the on-line tool used by OMB to manage agency Sustainability Plans.

Successes

To date, USACE has only one successful Energy Performance Contract underway: the ESPC on the Tennessee Tombigbee Waterway in Mobile District, South Atlantic Division. The success of this ESPC is the result of meticulous attention to detail and close partnership between the project and District, HNC, and the contractor during ESPC development. USACE had several other ESPC initiatives that were ultimately determined to be non-viable due to either mission or economic issues, which also generated lessons-learned that contributed to the success in Mobile District.

Challenges

The challenges USACE faces in Energy Performance Contract development are significant. First, the vast majority of USACE facilities are small and dispersed over large geographical areas. Second, several USACE Covered Facilities are not conducive to ESPCs because they operate on unpredictable cycles driven by flood events – such as the seven (7) emergency pumping plants that are designated USACE Covered Facilities. Finally, the small size of most USACE facilities generally means more than one facility must be included on an ESPC to achieve economic viability. This is true for both traditional and ENABLE ESPCs. This final challenge is further complicated by the different fund types (e.g., appropriated vs. revolving funds) and the associated fiscal constraints and complexities that make it difficult to develop economically viable ESPCs.

Lessons Learned

Command support, comprehensive teamwork, and rigorous engineering and facility-level reviews of ESPC documentation are critical to successful ESPC development. Failure to conduct rigorous engineering and facility-level reviews may result in erroneous assumptions that impact the bottom-line for the ESPC – the kinds of things the customer and the contractor would rather not have to deal with during the performance period.

Planned Actions

Based on initial evaluation of the MSC-level Sustainability and Energy Investment Strategies as submitted in April 2014, USACE will track and report in OMB MAX up to 4 separate ESPCs. Accordingly, the USACE Senior Sustainability Officer (SSO) is submitting in conjunction with this Sustainability Plan a commitment for the second phase of the President's Performance Contracting Challenge (PPCC).

Progress on Administration Priorities

Climate Change Adaptation Plans

USACE continues to make progress mainstreaming the climate change adaptation elements first described in previous Adaptation Plans filed in 2011 through March 2014. The elements of the USACE climate adaptation plan have been defined and are being implemented and updated so that they reflect Administration priorities for topics concerning USACE operations. Public comments received are included in the 2013 Adaptation Plan. The 2014 Adaptation Plan

updates information in the 2013 Adaptation Plan and provides new information on the goals and implementation methods related to two significant Administration actions in 2013: the release of the President's Climate Action Plan in June 2013, and of EO 13653, "Preparing the United States for the Impacts of Climate Change," in November 2013. USACE is actively participating in EO's Council Working Groups and is supporting the State, Local, and Tribal Leaders Task Force and its Working Groups. These activities support requirements of Sections 2, 3, 4, 6 and 7 of EO 13653.

NTV Fleet Management Plans

USACE has made progress on the Optimal Fleet Management Plan by reducing the fleet size by 3.62% in FY 2013 in accordance with the Presidential Memorandum dated May 24, 2011 and EO 13514. USACE reduced petroleum consumption by 6.89% between FY 2012 and FY 2013 but is falling short of the FY13 16% reduction target from the FY 2005 baseline. USACE will continue an acquisition strategy to increase the purchase of alternative fuel vehicles while concurrently decreasing the overall size of the fleet.

Energy Savings Performance Contracts

Under the December 2, 2011 Presidential Memorandum, Implementation of Energy Savings Projects and Performance-Based Contracting for Energy Savings, USACE committed to leverage \$2.5M of investment using performance-based contracting for energy and water savings. While USACE missed the original December 2013 deadline, USACE met the extended 30 June 2014 deadline with the award of the first USACE ESPC at a Civil Works facility on 30 May 2014.

In response to the January 2014 - December 2016 PPCC, USACE is developing an agency-wide sustainability investment strategy in FY 2014 that will identify the best options for additional energy performance contracts. Based on initial evaluation of the MSC-level Sustainability and Energy Investment Strategies as submitted in April 2014, USACE will track and report in OMB MAX up to four separate ESPCs. Accordingly, the USACE Senior Sustainability Officer (SSO) is submitting in conjunction with this Sustainability Plan a commitment for the second phase of the PPCC.

Bio-Based Purchasing

USACE has made progress on many of the strategies identified in response to the President's Memorandum of 21 February 2012, Driving Innovation and Creating Jobs in Rural America through Bio-based and Sustainable Product Procurement.

Prior to FY 2014, USACE reviewed 212 Unified Federal Guide Specifications (UFGS) and proposed updates to incorporate bio-based and environmentally-preferable product language. USACE projected accomplishing 40 updates in FY 2014. To date, 12 updates have been

accomplished and are pending review and acceptance by the DoD Tri-Services Working Group. The remaining 28 updates will be accomplished by 30 Sep 2014.

USACE reviewed and modified its “Model Request for Proposal” for Design-Build vertical construction projects to ensure it includes all appropriate sustainable acquisition FAR clauses.

USACE conducted one webinar for the Civil Works Operations Community to begin to develop awareness of the sustainable acquisition requirements. The webinar was recorded and is available online for those not available for the live training. Further training is being developed for the Acquisition Community.

The USACE Small Business Office is engaged in supporting sustainable acquisition initiatives and promoting introductions between large prime contractors and small businesses supplying sustainable products.

A sustainable acquisition metric has been integrated into the UCP to assist in tracking performance at the MSC and District levels within USACE.

USACE updated its Acquisition Instruction document to include sustainable acquisition requirements and guidance.

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Size and Scope of Operations

Table 1: Agency Size & Scope

Agency Size & Scope	FY 2012	FY 2013
Total Number of Employees as Reported in the President's Budget	35,794	33,699
Total Acres of Land Managed	7,686,160	7,773,979
Total Number of Buildings Owned	840	862
Total Number of Buildings Leased (GSA and Non-GSA Lease)	126	220
Total Building Gross Square Feet (GSF)	15,588,563	15,743,600
Operates in Number of Locations Throughout U.S.	695	698
Operates in Number of Locations Outside of U.S.		
Total Number of Fleet Vehicles Owned	686	760
Total Number of Fleet Vehicles Leased	7,380	6999
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	0	0
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)	21,359	16,836

Evaluating Previous Strategies

Goal 1: Greenhouse Gas (GHG) Reduction – Scope 1 & 2

(A) Strategy	(B) Did you implement this strategy? (Yes/No)	(C) Was the strategy successful for you? (Yes/No)	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified	Yes	Yes	USACE reported increased GHG Scope 1&2 emissions in F2013 relative to FY2014. USACE will use GHG emissions data as an evaluation criterion for prioritizing energy conservation measure (ECM) implementation projects.
Ensure that all major renovations and new building designs are 30% more efficient than applicable code	Yes	Yes	The 6 new building designs USACE reported in FY2013 met the 30% requirement. USACE plans to issue policy adopting the DoD Unified Facilities Criteria for High Performance Sustainable Buildings.
Implement in EISA 432 covered facilities all lifecycle cost effective ECMs identified Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels	Yes	Yes	USACE will complete an agency-wide Sustainability Investment Strategy (SIS) in FY2014. USACE will use the SIS to prioritize ECM projects using appropriated and revolving funds, as well as alternative financing.
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	Yes	Yes	USACE will complete an agency-wide Sustainability Investment Strategy (SIS) in FY2014. USACE will use the SIS to prioritize ECM projects using appropriated and revolving funds, as well as

(A) Strategy	(B) Did you implement this strategy? (Yes/No)	(C) Was the strategy successful for you? (Yes/No)	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			alternative financing.
Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels.	Yes	Yes	USACE will complete an agency-wide Sustainability Investment Strategy (SIS) in FY2014. USACE will use the SIS to prioritize ECM projects using appropriated and revolving funds, as well as alternative financing.

Goal 1: Greenhouse Gas (GHG) Reduction – Scope 3

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Reduce employee business air travel	Yes	Yes	USACE will leverage budget guidance and organizational TDY restriction policies to extend the downward trend in Scope 3 emissions from business air travel.
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions	No	No	USACE did not execute a commuting survey in FY2013 due to the impacts of furlough and government shut-down. USACE plans to execute a Commuter Survey in FY2014.
Increase number of employees eligible for telework and/or the total number of days teleworked	Yes	Yes	Although the success of this strategy is based on anecdotal information, USACE will continue this strategy in accordance with Human Resources policy, ER 690-1-1215 (Aug 2011)
Develop and deploy initiatives to reduce Scope 3 GHG emissions	Yes	Yes	USACE kicked-off its Sustainable Recreation initiative in FY2013. USACE will expand this initiative in

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
associated with visitor energy consumption at USACE recreation facilities.			FY2014, including 2 pilot efforts to baseline campsite-level electricity consumption at two USACE campgrounds.

Goal 2: Sustainable Buildings

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Incorporate green building specifications into all new construction and major renovation projects	Yes	Yes	USACE reported 6 new building construction projects in FY2013, all of which met the requirement to be 30% more efficient than applicable code. USACE plans to expand its green buildings efforts by adopting UFC 1-200-02, High Performance and Sustainable Building Requirements.
Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc.	Yes	Yes	Efforts to analyze and balance space optimization will continue.
Deploy CEQs Implementing Instructions " Sustainable Locations for Federal Facilities	Yes	Yes	USACE plans to expand its green buildings efforts by adopting UFC 1-200-02, High Performance and Sustainable Building Requirements. The UFC includes Sustainable Locations requirements.
Include in every construction contract all applicable sustainable	Yes	Yes	USACE issued new Sustainable Acquisition policy requiring construction contracts to include,

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
acquisition requirements for recycled, bio-based, energy efficient, and environmentally preferable products			the greatest extent possible, FAR clauses for bio-based and recycled content products.
Develop and deploy energy and sustainability training for all facility and energy managers	Yes	Yes	USACE will continue in FY2014-2015 centrally funded energy manager training that meets EPA Act Subtitle F, Section 151 requirements. USACE is also implementing in FY2014-2015 a Corps-wide sustainability training initiative addressing EO13514 and FEMP requirements.

Goal 3: Fleet Management

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Optimize/Right-size the composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure)	Yes	Yes	The strategy was used for the FY2013 acquisition cycle. Inventory reduced by 3.62% (292 vehicles)
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs)	Yes	Yes	AFV vehicles increased by 7.89% in FY2013.
Increase utilization of alternative fuel in dual-fuel	Yes	No	AFV use increased and USACE was compliant, but USACE did not

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
vehicles			achieve its full potential of AF consumption. Target is to increase alternative fuel use by 10% annually.
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles	Yes	Yes	Use of a fleet management system was fully implemented in July 2013 for agency owned vehicles. Fuel purchased using the CitiBank Wright Express (WEX) card was tracked in this system for vehicles registered in the Federal Motor Vehicle Registration System (FMVRS).
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective	Yes	No	The GSA leased vehicles decreased but agency owned vehicles increased. USACE purchased special purpose vehicles only and they were determined to be more cost effective than the GSA lease option.

Goal 4: Water Use Efficiency & Management

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Purchase and install water efficient technologies (e.g., Waterwise, low-flow water fixtures and aeration devices).	Yes	Yes	USACE will complete initial audits of all Covered Facilities and track implementation of water conservation ECMs using EISA 432 CTS.
Develop and deploy operational controls for	Yes	Yes	USACE performance on the water intensity metric illustrates the

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
leak detection including a distribution system audit, leak detection, and repair programs.			degree of success USACE has had locating and fixing leaks. USACE will continue emphasizing metering, leak detection and repair in FY2014-2015.
Design, install, and maintain landscape to reduce water use.	Yes	Yes	USACE plans to expand its green buildings efforts by adopting UFC 1-200-02, High Performance and Sustainable Building Requirements, including requirements relevant to landscape irrigation (Outdoor Water requirements).
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems.	Yes	Yes	USACE will implement applicable outdoor water protection and conservation requirements.
Install meters to measure and monitor industrial, landscaping and, agricultural water use.	Yes	Yes	The vast majority (over 95%) of USACE total reported water consumption is potable water. Accordingly, USACE will continue its focus on improving metering of potable water.

Goal 5: Pollution Prevention & Waste Reduction

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Reduce waste generation through elimination, source reduction, and recycling	No	No	USACE did not issue Solid Waste Management Policy in FY2013-2014, but plans to issue Solid Waste Management policy in FY2014-2015.
Implement integrated pest	Yes	Yes	USACE will continue its long-

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials			standing application of Integrated Pest Management practices for control of pests and invasive species.
Establish a tracking and reporting system for construction and demolition debris elimination	No	No	Although USACE did not issue the policy adopting UCF 1-200-02, and specifically the Waste and Materials Management requirements, USACE plans to issue this policy in FY2014-2015.
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities	Yes	Yes	USACE will continue its long-standing chemical management and reduction efforts in the context of its environmental compliance assessment program (a.k.a., ERGO).

Goal 6: Sustainable Acquisition

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services	Yes	Yes	Yes, this strategy will be used again to remain current in procurement policies and programs, to ensure that federally mandated sustainable products are included.
Deploy corrective actions	Yes	Yes	Yes, this strategy will be used again

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
to address identified barriers to increasing sustainable procurements with special emphasis on bio-based purchasing			if corrective actions need to be addressed.
Include bio-based and other FAR sustainability clauses in all applicable construction and other relevant service contracts	Yes	Yes	Yes, this strategy will be used again to ensure USACE meets its bio-based goals.
Review and update agency specifications to include and encourage bio-based and other designated green products to enable meeting sustainable acquisition goals	Yes	Yes	Yes, USACE reviewed and updated our specifications to include and encourage bio-based and other green products. UFC are living documents and will be periodically reviewed, updated, and made available to users as part of the Services' responsibility for providing technical criteria for military construction. Headquarters, U.S. Army Corps of Engineers (HQUSACE), Naval Facilities Engineering Command (NAVFAC), and Air Force Civil Engineer Center (AFCEC) are responsible for administration of the UFC system.
Use DoD/Army Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements.	Yes	Yes	We found this to be successful and will continue with its use.

Goal 7: Electronic Stewardship & Data Centers

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Ensure that power management, duplex printing, and other energy efficiency or environmentally preferable options and features are enabled on all eligible electronics and monitor compliance	Yes	Yes	Strategy was effective and will assist in maintaining or further reducing energy consumption.
Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance	No	No	We continue to remove hard drives on refreshed equipment and dispose of these and other hardware through DLA, as mandated by Army regulation 750-1, Army Materiel Maintenance Policy.
Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products	Yes	Yes	All hardware purchased from CHES meets these standards and will allow us to maintain and further reduce energy consumption.

Goal 8: Renewable Energy

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Acquire renewable energy directly or through Renewable Energy Credits (RECs)	Yes	Yes	While USACE does not advocate for purchase of renewable electricity solely for the purpose of meeting this goal, USACE does support innovative, mission-aligned approaches to acquiring renewable electricity and RECs.

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Install onsite renewable energy on federal sites	Yes	Yes	USACE will continue on-going efforts to leverage appropriated and 3rd-party funds to increase on-site generation and consumption of renewable energy
Lease land for renewable energy infrastructure	Yes	No	USACE will continue pursuing this strategy, but USACE has not yet answered questions regarding the statutory authorities that may support leasing of Civil Works land for renewable energy infrastructure.
Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy	Yes	No	USACE will employ this strategy in FY2014-2015. To date, USACE has awarded one performance contract, on 30 May 2014, does not include renewable energy.
Work with other agencies to create volume discount incentives for increased renewable energy purchases	Yes	Yes	USACE will continue working with GSA to leverage volume discount incentives for renewable energy purchases at locations where leadership has determined that such purchases are consistent with mission requirements.

Goal 9: Climate Change Resilience

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Ensure climate change adaptation is integrated into both agency-wide and regional planning efforts, in	Yes	Yes	Agency will continue to expand efforts to integrate climate change adaptation into both agency-wide and regional planning efforts for

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
coordination with other Federal agencies as well as state and local partners, Tribal governments, and private stakeholders			new and existing infrastructure in accordance with overarching policy to mainstream adaptation, including collaboration with stakeholders. Continue to make new and updated adaptation methods and tools available publicly.
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events	Yes	Yes	Agency will continue to use established forums with NOAA, FEMA, and others to address lessons learned from recent extreme weather events, update procedures and protocols as required.
Identify vulnerable communities that are served by agency mission and are potentially impacted by climate change and identify measures to address those vulnerabilities where possible	Yes	Yes	Agency will continue to expand the use of social vulnerability information into agency missions, including integration into GIS capabilities. Continue to incorporate social vulnerability metrics into assessments of the vulnerability of mission and operations to climate change and use these together with measures of physical vulnerabilities as inputs to policy development and decision-making where appropriate.
Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change	Yes	Yes	Agency will continue to develop guidance that supports implementation of climate change and resilience measures based on best available science for new and existing infrastructure as that science becomes useful in future

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			for informing decisions at finer scales such as individual infrastructure elements.
Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects	Yes	Yes	Agency will continue to develop and update policies and guidance to incorporate climate change in guidance for projects, based on best available science.

Goal 1: Greenhouse Gas (GHG) Reduction

USACE Progress toward Scope 1 & 2 GHG Goals, Figure 1-1

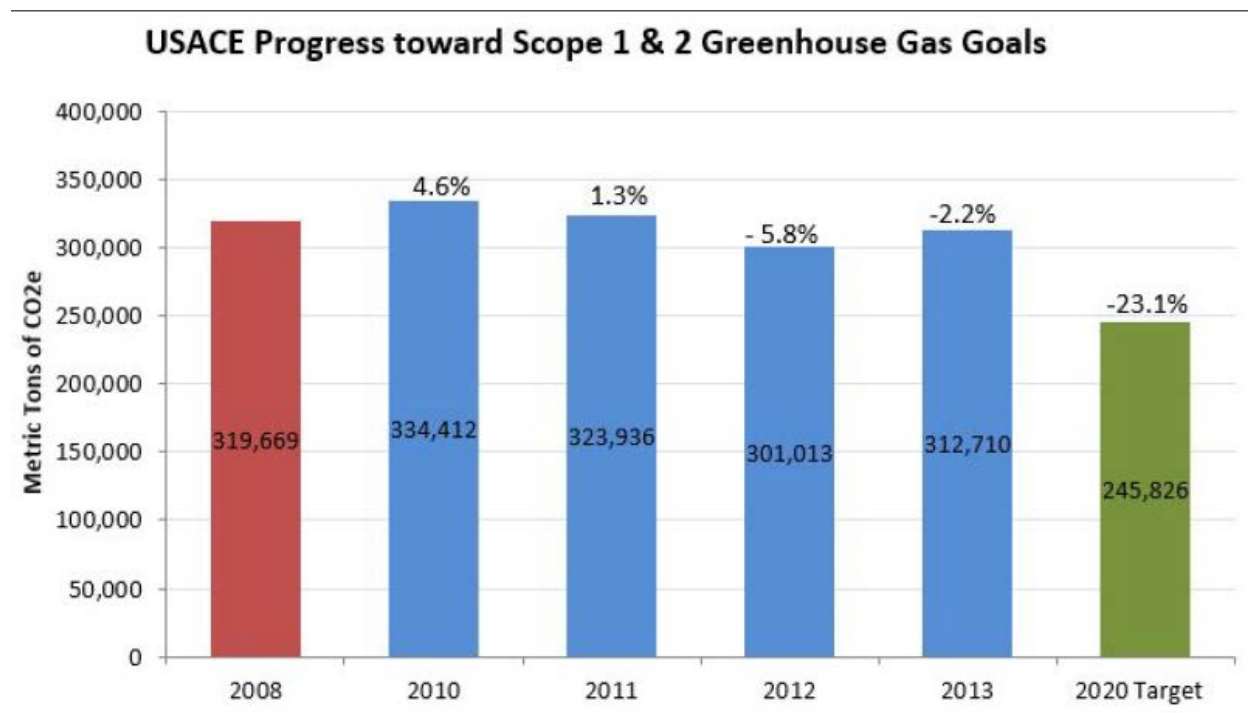


Table 1-1: Goal 1 Strategies - Scope 1 & 2 GHG Reductions

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified.	Yes	Based on the USACE FY2013 FEMP GHG emission report, the primary sources of Scope 1&2 GHG emissions in USACE are facilities (55%), vessels (32%) and non-tactical vehicles (13%). In FY2014-2015, USACE will continue to focus on efficiencies in facilities, vessels and vehicles as a	Specific metric for FY2014: Achieve 16.9% reduction in Scope 1&2 GHG emissions relative to the FY2008 baseline. Milestone for FY 2014-2015: Improve the completeness and accuracy of vessel fuel purchase data by leveraging the vessel inventory and operating/maintenance data being tracked

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
		means to reduce Scope 1&2 GHG emissions. USACE will leverage the PPCC to accelerate implementation of ECMs using 3rd party funds. USACE will also improve the completeness and accuracy of vessel fuel purchase data by leveraging vessel inventory and operating/maintenance data as the USACE Maintenance Management Improvement Plan (MMIP) is implemented in FY 2014-2015.	centrally as the USACE Maintenance Management Improvement Plan (MMIP) in implemented FY 2014-2015.
Ensure that all major renovations and new building designs are 30% more efficient than applicable code.	Yes	USACE will require new construction and major renovation projects to conform to applicable requirements in the DoD Unified Facilities Criteria for High Performance and Sustainable Buildings (UFC 1-200-02).	Specific milestone for FY14-15: Issue policy requiring USACE new construction and major renovation projects to conform to applicable requirements of UFC 1-200-02
Implement in EISA 432 covered facilities all lifecycle cost effective ECMs identified.	Yes	USACE will complete execution of its initial round of EISA 432 audits at its covered facilities, documenting the audit results in the federally-mandated tracking system (EISA 432 Compliance Tracking System, (CTS)). USACE will also continue implementing lifecycle cost	Facility audits: Complete 100% of the initial round of USACE Covered Facility audits by the end of FY2014. Specific metric for ECMs in FY2014-2015: Implement 35% of audit-identified low and moderate cost ECMs at USACE covered facilities by the end of FY2015.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
		effective ECMs reported in CTS. ECM implementation will leverage alternative financing where economically viable, and it will be phased-in to accommodate the USACE budget cycle for direct capital investments.	
Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels.	Yes	USACE will continue implementing lifecycle cost effective ECMs reported in CTS. ECM implementation will leverage alternative financing where economically viable, and it will be phased-in to accommodate the timing and duration of the USACE budget cycle for direct capital investments.	Specific metric for ECMs in FY2014-2015: Implement 35% of audit-identified low and moderate cost ECMs at USACE covered facilities by the end of FY2015.
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	Yes	USACE will continue implementing lifecycle cost effective ECMs reported in CTS. ECM implementation will leverage alternative financing where economically viable, and it will be phased-in to accommodate the timing and duration of the USACE budget cycle for direct capital investments.	Specific metric for ECMs in FY2014-2015: Implement 35% of audit-identified low and moderate cost ECMs at USACE covered facilities by the end of FY2015.

USACE Progress toward Scope 1 & 2 GHG Goals, Figure 1-2

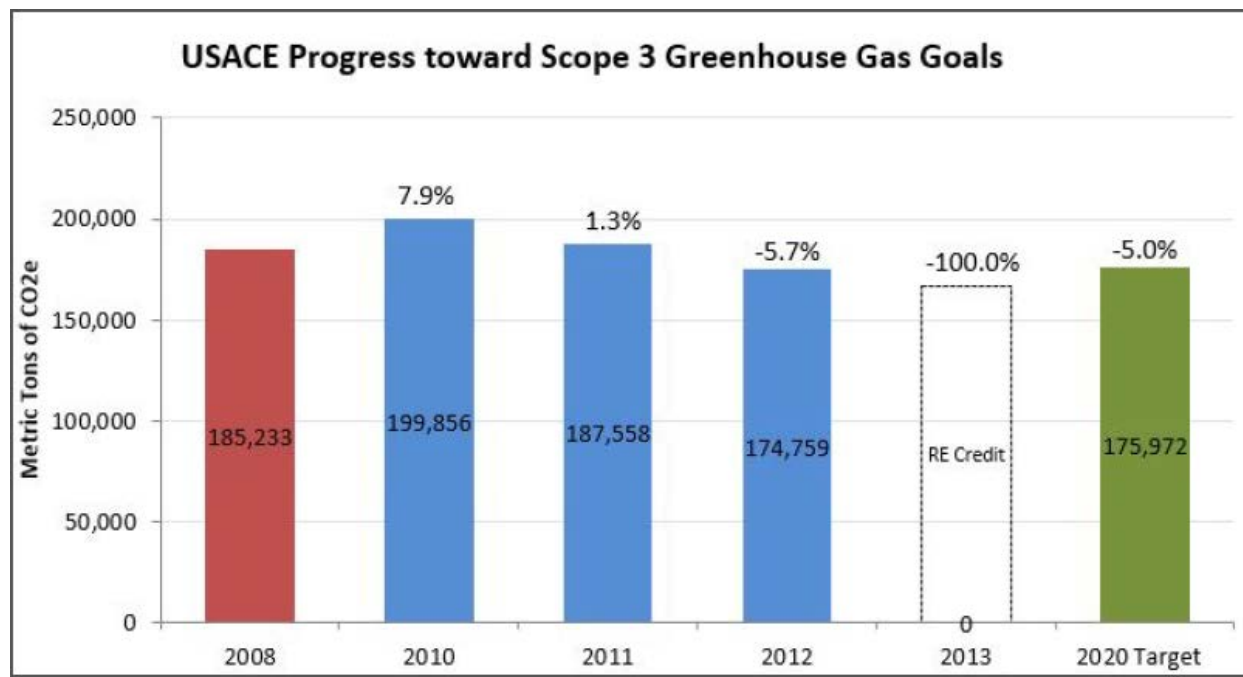


Table 1-2: Goal 1 Strategies - Scope 3 GHG Reductions

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Reduce employee business ground travel	Yes	Based on the USACE FY 2013 FEMP GHG emission report, 90% of USACE Scope 3 GHG emissions are generated by two sources: employee commuting (73%) and business travel (17%). USACE will implement the travel-related requirements of Executive Order 13589, "Promoting Efficient Spending," (November 9, 2011), and the OMB memo, Promote	Specific metric for FY14-15: Spend at least 30% less on travel expenses covered by the OMB memo than in FY 2010.

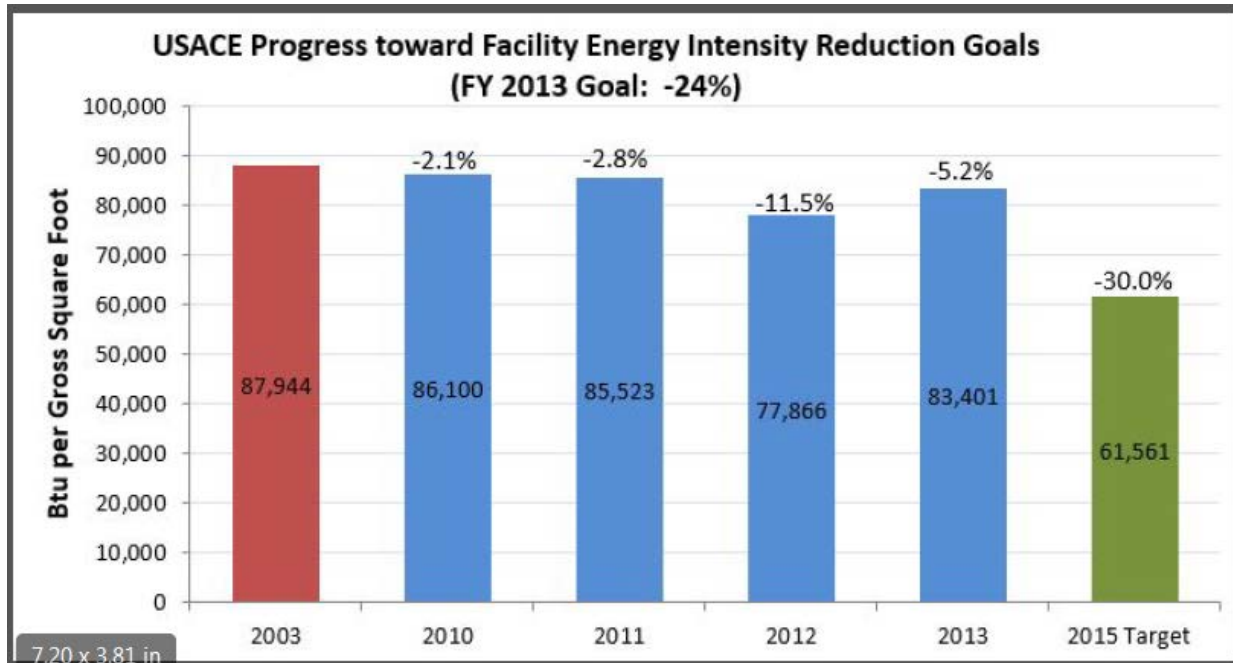
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		Efficient Spending to Support Agency Operations, (11 May 2012), to support reductions of USACE second largest Scope 3 GHG emissions source " business travel.	
Reduce employee business air travel	Yes	USACE will implement the travel-related requirements of Executive Order 13589, "Promoting Efficient Spending," (November 9, 2011), and the OMB memo, "Promote Efficient Spending to Support Agency Operations," (11 May 2012), to support reductions of USACE's second largest Scope 3 GHG emissions source – business travel.	Specific metric for FY14-15: Spend at least 30% less on travel expenses covered by the OMB memo than in FY 2010.
Develop and deploy employee commuter reduction plan	No	While this is not a priority strategy, USACE will continue to provide encouragement, incentives to the extent feasible, and support for commuters to use alternative modes of transportation (such as cycling, ridesharing, public transit and telework), alternative work hours, and other carbon-efficient transportation options.	Specific Target for FY 2014-2015: Complete commuter survey and analysis by 30 December 2014.
Use employee commuting survey to identify opportunities and strategies for reducing commuter	Yes	USACE will execute a commuter survey every 2-3 years to identify opportunities and to establish or update strategies for reducing commuter emissions and to improve accounting for USACE	Specific Target for FY2014-2015: Complete commuter survey and analysis by 30 December 2014.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
emissions		Scope 3 GHG emissions.	
Increase number of employees eligible for telework and/or the total number of days teleworked	Yes	USACE issued a Telework Policy on 16 August 2011 and will continue to encourage increasing the number of employees eligible for and approved for participation in the Telework Program to achieve additional reductions in Scope 3 GHG emissions.	Specific target for FY2014-2015: complete commuter survey and analysis by 30 December 2014.
Develop and implement bicycle commuter program	No	While USACE does not plan to develop a bicycle commuter program, it is evident that bicycle commuter travel occurs. An employee commuter survey conducted in Dec 2010 indicates 1.5 million miles of commuter travel by bicycling and/or walking. Each subordinate command has the ability to promote and support some aspects of such a program if feasible. Some USACE office locations may be more suited for bicycle commute than others. Consequently a local determination of the practicality and feasibility of such a program is required.	
Provide bicycle commuting infrastructure	No	Due to fiscal constraints, putting in place the infrastructure, i.e. visible, secure and accessible parking, shower and changing facilities, to support a program is not feasible at this time.	
Develop and deploy	Yes	USACE data from FY 2008-FY 2012	Specific Target for

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
initiatives to reduce Scope 3 GHG emissions associated with visitor energy consumption at USACE recreation facilities.		show that roughly 40% of the USACE total annual electric bill (FY 2008-FY 2013) is attributed to visitor-controlled consumption primarily in USACE campgrounds. Accordingly, USACE initiated in FY 2013 a Sustainable Recreation Initiative to influence visitor behavior as a means to conserve energy and water at USACE campgrounds and other recreation areas.	FY2014: Complete campsite-specific electricity consumption baselining pilots

Goal 2: Sustainable Buildings

USACE Progress toward Facility Energy Intensity Reduction Goal, Figure 2-1



USACE Progress toward Total Buildings Meeting the Guiding Principles, Figure 2-2

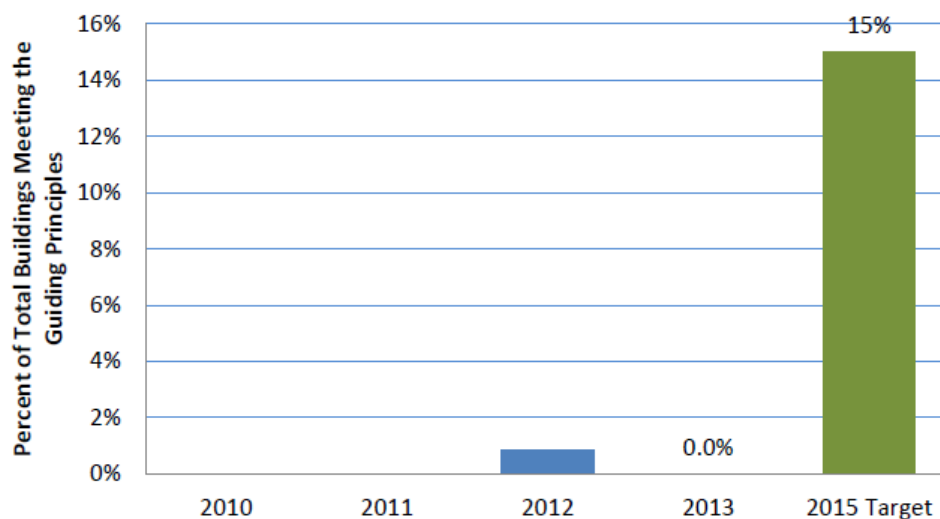


Table 2: Goal 2 Strategies - Sustainable Buildings

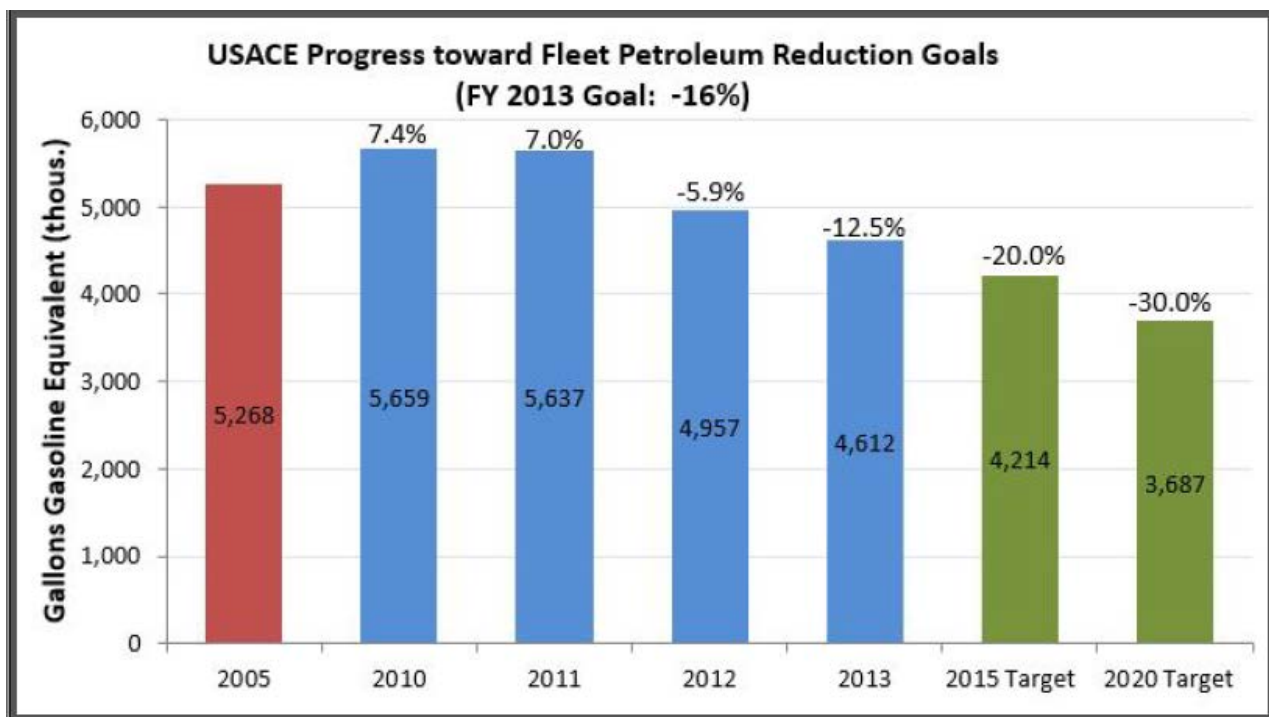
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Incorporate green building specifications into all new construction and major renovation projects	Yes	USACE will require new construction and major renovation projects to conform to applicable requirements in the DoD Unified Facilities Criteria for High Performance and Sustainable Buildings (UFC 1-200-02)	Specific milestone for FY2014-2015: Issue policy requiring USACE new construction and major renovation projects to conform to applicable requirements of UFC 1-200-02.
Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc.	Yes	Reduce administrative space across USACE by: consolidating areas to meet reduction standards; co-locating with other federal agencies to reduce the footprint; initiating work space studies with GSA; and employing more teleworking and alternative work schedules to assist in reconfiguring the current space.	Identify MSCs and Districts that are currently Red on the Administrative Space Utilization Report (ASUR), as defined by exceeding the USACE administrative space requirement of 178 square foot per person, and target them for Amber (greater than 162 SF/PN, but less than 178 SF/PN). Begin a dialog with GSA to ascertain how to implement consolidation, co-location, and reconfiguration options for USACE space requirements.
Deploy CEQs Implementing Instructions " Sustainable Locations for Federal Facilities	Yes	USACE will implement applicable sustainable location and site development requirements of DoD Unified Facilities Criteria for High Performance and Sustainable Buildings (UFC 1-200-02) and ASHRAE	Specific milestone for FY2014-2015: Issue policy requiring USACE facilities to conform to applicable sustainable sites/locations requirements of UFC 1-200-02.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		Standard 189.1. USACE will implement CEQ Sustainable Locations for Federal Facilities to the extent that CEQ implementing instructions are consistent with analogous requirements of the UFC.	
Include in every construction contract all applicable sustainable acquisition requirements for recycled, bio-based, energy efficient, and environmentally preferable products	Yes	USACE will implement applicable sustainable acquisition requirements of the DoD Unified Facilities Criteria (UFC) for High Performance and Sustainable Buildings (UFC 1-200-02) and the USACE Sustainable Acquisition policy issued on 21 March 2014. These requirements focus on reducing the environmental impacts of materials through procurement preferences (when products are available, life-cycle cost effective, and they meet performance requirements) for recycled, bio-based, energy efficient, and environmentally preferable products.	Specific target for FY 2014-2015: 95% of new contract actions for products and services are energy efficient, water-efficient, bio-based, environmentally preferable, non-ozone depleting, contain recycled content, or are non-toxic or less toxic alternatives, where such products and services meet agency performance requirements.
Develop and deploy energy and sustainability training for all facility and energy managers	Yes	USACE will continue in FY 2014-2015 centrally funded energy manager training that meets EPA Act Subtitle F, Section 151 requirements. USACE is also implementing	Specific Target for FY 2014-2015: 100% of USACE covered facilities have a trained energy manager designated in EISA 432 CTS.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		in FY 2014-2015 a USACE-wide sustainability training initiative addressing EO13514 and FEMP requirements.	

Goal 3: Fleet Management

USACE Progress toward Fleet Petroleum Use Reduction Goal, Figure 3-1



USACE Progress toward Fleet Alternative Fuel Consumption Goal, Figure 3-2

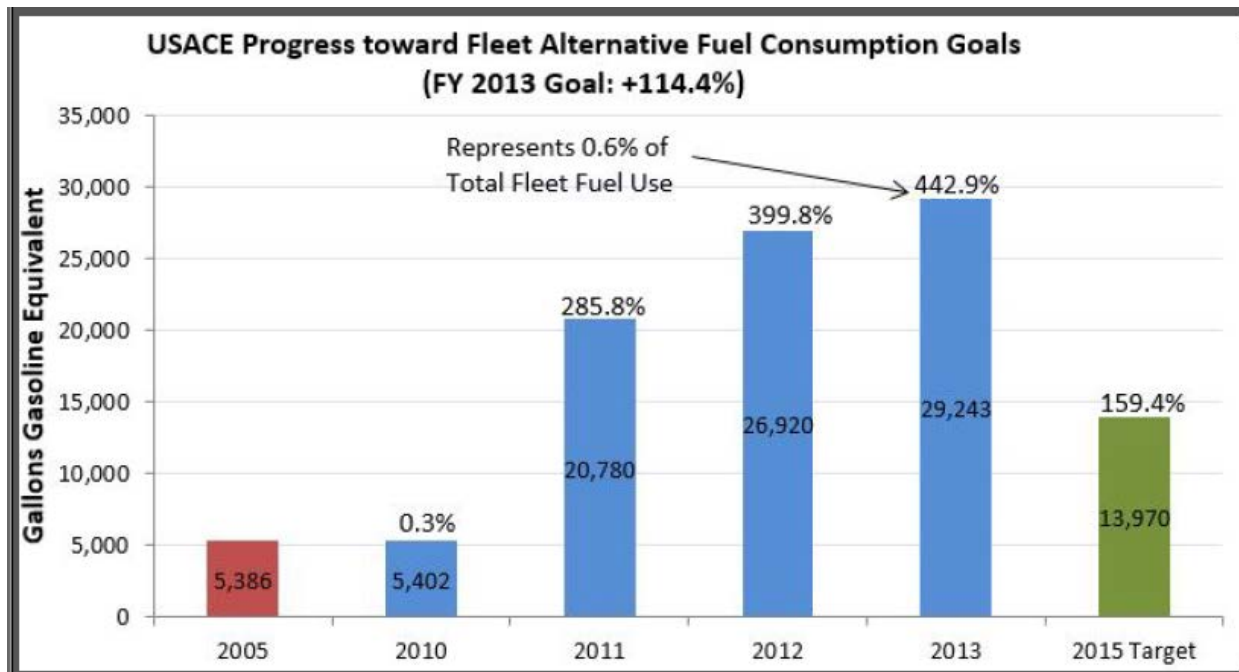


Table 3: Goal 3 Strategies - Fleet Management

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Optimize/Right-size the composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure)	Yes	Strategy requires reducing/optimizing fleet size during the annual acquisition cycle.	Reduce fleet by greater than 10% by FY2015 in accordance with USACE Optimal Fleet Management Plan, which breaks down to an annual 2.5 % fleet reduction. Under-utilization is reported on monthly analysis and

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
			quarterly Management Reviews.
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs)	Yes	Strategy requires acquiring Low Greenhouse Gas Emitting Vehicles (LGHG) and Alternative Fuel (AF) vehicles during the annual acquisition cycle. Partner with U.S. General Services Administration (GSA) and Department of Army (DA) to accomplish this objective. Use acquisition strategy developed by Department of Energy (DOE) where there are no negative impacts on USACE mission.	Monthly analysis and quarterly Directorate Management Reviews. Increase Alternative Fuel Vehicle (AFV) inventory - - 30% by Dec 2015.
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.)	No	Use of shuttle services/public transportation is not applicable to approximately 80% of USACE locations. Using centralized travel management, trips are being eliminated using WEBINARS and/or online meeting services and government vehicles are shared when employees are traveling to the same location.	Vehicle utilization is reported on bi-monthly analysis and quarterly Management Reviews. Vehicles must travel 2500 miles per quarter or 85% of 2500 miles to achieve an acceptable rating and if not, documentation for retention must be approved by the District Commanders and retained on file.
Increase utilization of alternative fuel in dual-fuel vehicles	Yes	Continue to educate employees on use of Alternative Fuel (AF) when available and train personnel	Monthly analysis and quarterly Directorate Management Reviews. Target is to increase

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		at all levels on how to meet federal mandates and the sustainability goals. Assist with future locations of an AF infrastructure.	alternative fuel by 10% annually.
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles	Yes	Transition to the DOD mandated information fleet management information system (DPAS) to track (fuel, utilization, and costs) for the USACE-owned fleet.	Monthly and quarterly status reports. Target date for FOC is 1 Oct 2014.
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective	Yes	Ensure total life cycle cost analysis is performed on purchasing vice leasing from U.S. General Services Administration (GSA). Working with GSA/Department of Army (DA) to accomplish this effort.	Track agency owned vehicles using Federal Fleet Management System (FedFMS) and applying fleet inventory reductions to agency owned/GSA leased vehicles.

Goal 4: Water Use Efficiency & Management

USACE Progress toward Potable Water Intensity Reduction Goal, Figure 4-1

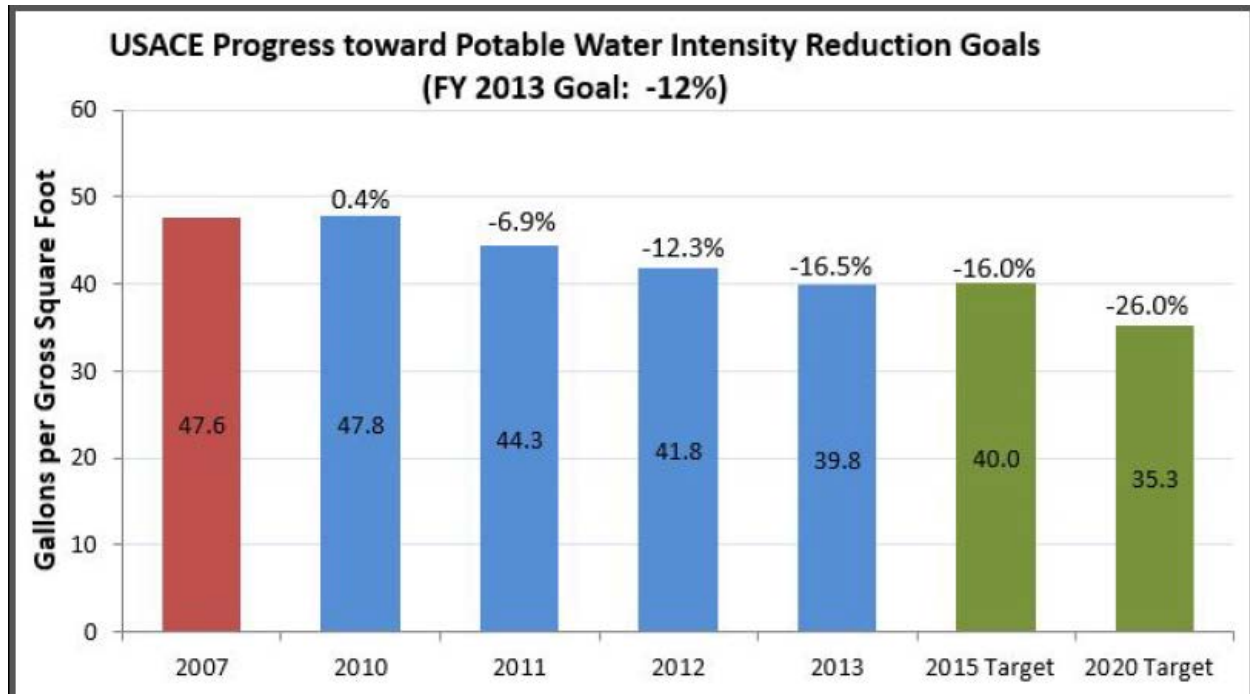


Table 4: Goal 4 Strategies - Water Use Efficiency & Management

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Purchase and install high efficiency technologies (e.g., WaterSense, low-flow water fixtures and aeration devices)	Yes	USACE will continue implementing all lifecycle cost effective ECMs reported in CTS. ECM implementation will leverage alternative financing where economically viable, and it will be	Specific metric for ECMs in FY 2014-2015: Implement 35% of audit-identified low

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		phased-in to accommodate the timing and duration of the USACE budget cycle for direct capital investments.	and moderate cost ECMs at USACE covered facilities by the end of FY 2015.
Prepare and implement a water asset management plan to maintain desired level of service at lowest life cycle cost (for best practices from the EPA, go to http://go.usa.gov/KvbF)	No	USACE recognizes the synergy between Asset Management and Sustainability and is working to leverage Asset Management as a means to advance Sustainability goals Corps-wide.	
Minimize outdoor water use and use alternative water sources as much as possible	Yes	USACE will implement applicable sustainable location and outdoor/landscape water conservation site development requirements of the DoD Unified Facilities Criteria for High Performance and Sustainable Buildings (UFC 1-200-02).	Specific milestone for FY2014-2015: Issue policy requiring USACE facilities to conform to applicable requirements of UFC 1-200-02
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems	Yes	USACE will implement applicable outdoor water protection and conservation requirements of the DoD Unified Facilities Criteria (UFC) for High Performance and Sustainable Buildings (UFC 1-200-02)	Specific milestone for FY2014-2015: Issue policy requiring USACE facilities to conform to applicable requirements of

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
			UFC 1-200-02
Install meters to measure and monitor potable water use	Yes	USACE water consumption data gathered over the period FY2008-FY2013, shows that potable water accounts for about 98% of USACE total metered water consumption. Therefore, USACEs primary opportunity for water conservation is potable water. Accordingly, USACE modified this strategy to focus on potable water as opposed to industrial/landscaping/agricultural water. This strategy would result in increased accuracy and completeness of potable water consumption data, but it would not necessarily contribute directly to water conservation.	Specific metric for FY 2014-2015: Achieve a 14% reduction in potable water intensity relative to the FY 2007 baseline by the end of FY 2014; achieve a 16% reduction in potable water intensity relative to the FY 2007 baseline by the end of FY 2015.
Develop and implement programs to educate employees about methods to minimize water use	Yes	USACE will continue in FY 2014-2015 centrally funded energy manager training that meets EPAct Subtitle F, Section 151 requirements. USACE is also implementing in FY 2014-2015 a USACE-wide EO13514 Sustainability training initiative addressing EO13514 and FEMP requirement for energy and water conservation.	Specific milestone for FY2014-2015: Develop USACE EO13514 Sustainability Training course content and execute two course offerings for USACE personnel.
Assess the interconnections and	No	Refer to Goal 9 and the USACE Climate Change Adaptation Plan.	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
dependencies of energy and water on agency operations, particularly climate changes effects on water which may impact energy use			

Goal 5: Pollution Prevention & Waste Reduction

Table 5: Goal 5 Strategies - Pollution Prevention & Waste Reduction

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Eliminate, reduce, or recover refrigerants and other fugitive emissions	No	Fugitive emissions make up a very small proportion of USACE's GHG emissions. Priority has been placed on USACE's largest GHG emission categories such as facility energy use and fuel use in vehicles and vessels.	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Reduce waste generation through elimination, source reduction, and recycling	Yes	USACE has no centrally-managed solid waste reduction program, however, many, if not all, facilities are engaged in some manner of solid waste reduction activities, including recycling. The majority of solid waste is generated by visitors at USACE's recreational facilities.	Specific milestone for FY 2014-2015: Issue Solid Waste Management Policy adopting the Waste and Materials Management requirements of UCF 1-200-02 for USACE facilities where community-based or private solid waste management and diversion services are available.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials	Yes	In accordance with ER/EP 1130-2-500, ER/EP 1130-2-540, 2 June 2009 USACE Invasive Species Policy Memo, and direction of the USACE Invasive Species Leadership Team, projects conducting pest management or invasive species management activities will use standard integrated pest management practices. Projects collect GIS data (where applicable), use spot spray techniques,	Specific milestone for FY2014-2015: Ensure projects have invasive species management activities identified in operations

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		mechanical/biological control methods and ecological modifications (where applicable) to balance pesticide usage with other control methods. Applicators and/or contractor oversight shall be properly trained and certified to apply pesticides. Ensure projects using pesticides have properly trained personnel and are documenting project usage of integrated pest management.	plans/OMPs; ensure project is using integrated pest management.
Establish a tracking and reporting system for construction and demolition debris elimination	Yes	For new construction and major renovation projects, USACE tracks construction and demolition debris diversion statistics as part of its pursuit for the associated LEED points. Demolition projects (not associated with new construction or major renovation) are centrally executed through the Facilities Reduction Program (FRP), managed by the Engineering and Support Center, Huntsville. The FRP program tracks demolition debris rates for each project	Specific milestone for FY 2014-2015: Issue Solid Waste Management Policy adopting the Waste and Materials Management requirements of UCF 1-200-02 for USACE construction and demolition debris, and ensure demolition of USACE property is accomplished in accordance with the FRP.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities	Yes	USACE's policy for hazardous materials management is included in Chapter 7 of ER 200-2-3 (http://140.194.76.129/publications/engineering/ER_200-2-3).	Specific Milestone for FY2014-2015: Continue to find opportunities to eliminate, substitute, or improve management of chemicals through USACE's Environmental Compliance Assessment Program (ERGO).
Take inventory of current HFC use and purchases	Yes	USACE will continue its practice of tracking purchases of hydrofluorocarbons (HFCs) and other refrigerants in accordance with the data requirements of the FEMP Annual GHG and Sustainability Data Report.	Specific milestone for FY2014-2015: Submit the USACE FEMP Annual (FY2014) GHG and Sustainability Data Report by 31 Jan 2015.
Require high-level waiver or contract approval for any agency use of HFCs	No	USACE use and release of HFCs make up a very small proportion of USACE's GHG emissions.	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Ensure HFC management training and recycling equipment are available	No	USACE use and release of HFCs make up a very small proportion of USACE's GHG emissions.	

Goal 6: Sustainable Acquisition

Sustainable Acquisition, Figure 6-1

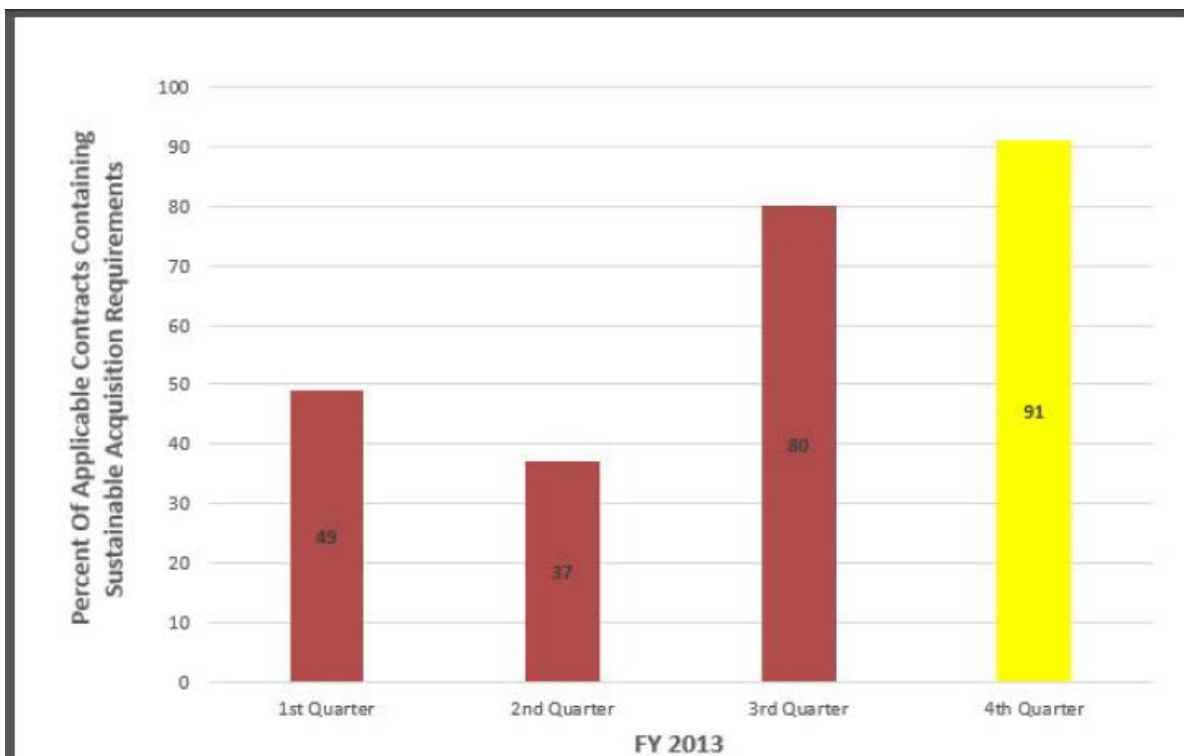


Table 6: Goal 6 Strategies - Sustainable Acquisition

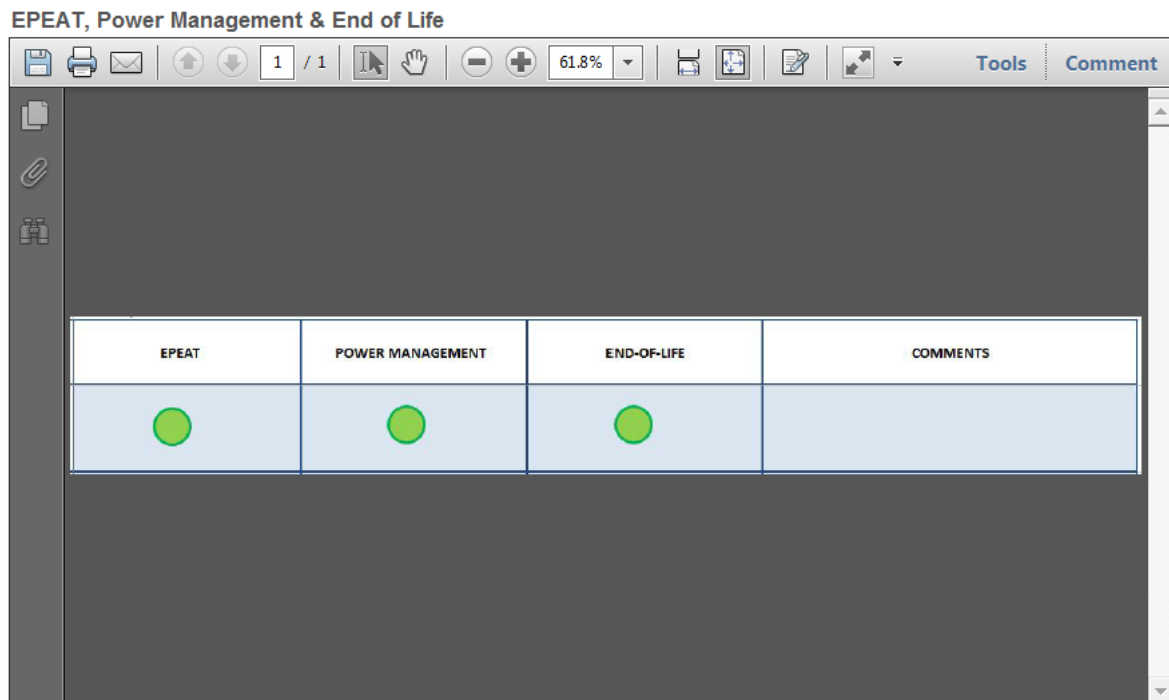
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services	Yes	USACE has integrated sustainable acquisition requirements into the USACE Acquisition Instruction and is developing and deploying awareness training for employees.	USACE will continue to improve existing policy by issuing interim policy alerts as required and then integrating all relevant policy alerts into the USACE Acquisition Instruction according to the regular annual update schedule.
Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on bio-based purchasing	Yes	As performance tracking matures, USACE will be identifying corrective actions for specific contract types and for specific commodities and services purchased. Successful corrective actions will be integrated into appropriate policies and procedures.	The first round of corrective actions was identified in FY2013 for implementation in FY2014.
Include bio-based and other FAR sustainability clauses in all applicable construction and other relevant service contracts	Yes	USACE has integrated sustainable acquisition requirements into Engineering Regulation 415-1-11, Biddability, Constructability, Operability, Environmental and Sustainability (BCOES) Reviews and the Model Request for Proposal for Design-Build vertical construction projects. USACE	Increase compliance on bio-based purchasing to 50% of applicable contracts by the end of FY2014.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
		will continue to integrate the requirements into other construction and policies and procedures as appropriate and will pay particular attention to construction contracts in its compliance reviews.	
Review and update agency specifications to include and encourage bio-based and other designated green products to enable meeting sustainable acquisition goals	Yes	USACE is responsible for 399 of the roughly 848 US Guide Specifications. Proposed updates to the US Guide Specification language goes through a tri-service review process by the appropriate Discipline Working Groups (DWG) before it is finalized. USACE is determining which products designated by federal programs are applicable to the Army engineering and construction specifications and will recommend language for incorporation into the specifications. If not adopted by 31 Dec 2013, USACE will request Army tailored specifications to implement bio-based and green products language.	Complete bio-based and green products evaluation and submit to the Discipline Working Group recommendations for updates to Army managed specifications by the end of FY2014.
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs)	Yes	USACE is required to participate in DoD and Army Strategic Sourcing Initiatives. For example, purchase card holders are required to use	Continue to use DoD Strategic Sourcing Initiatives and seek opportunities to leverage additional strategic

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
for office products and imaging equipment, which include sustainable acquisition requirements		DoD EMALL which has the capability to flag sustainable products for users. Another example is the Army CHES contract described under Goal 7.	sourcing initiatives.
Report on sustainability compliance in contractor performance reviews	No	USACE's sustainable acquisition program is not yet at a level of maturity conducive to reporting contractor performance on sustainable acquisition requirements.	

Goal 7: Electronic Stewardship & Data Centers

USACE Progress toward EPEAT, Power Management & End-of-Life Goals, Figure 7-1



Agency Progress toward EPEAT, Power Management & End of Life Goals

Table 7: Goal 7 Strategies - Electronic Stewardship & Data Centers

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Identify agency Core and Non-Core Data	NA	Data Center Consolidation was completed and reported through the Army Data Center Consolidation Plan (ADCCP) and the Department of Defense Sustainability Plan.	Will continue to reduce servers at the District level where feasible and further consolidate at the two primary processing centers.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Consolidate 40% of agency non-core data centers	NA	Data Center Consolidation was completed and reported through the Army Data Center Consolidation Plan (ADCCP) and the Department of Defense Sustainability Plan.	Will continue to reduce servers at the District level where feasible and further consolidate at the two primary processing centers.
Optimize agency Core Data Centers across total cost of ownership metrics	NA	Data Center Consolidation is being reported through the Army Data Center Consolidation Plan (ADCCP) and the Department of Defense Sustainability Plan.	Will continue to reduce servers at the District level where feasible and further consolidate at the two primary processing centers.
Ensure that power management, duplex printing, and other energy efficiency or environmentally preferable options and features are enabled on all eligible electronics and monitor compliance	Yes	Policy has been in effect since 2010 with a July 2012 update based on Army policy. Power management settings are managed and monitored using SCCM at the Enterprise Level.	Will reduce total numbers of printers and ensure all are right-sized for usage through implementation of a Project Plan and OPORD 2014-12 (14 March 2014) to ensure participation. Will continue to monitor power management using SCCM; update duplex printing policy with current date and resend out to service provider. This strategy will ensure 100% compliance on all eligible electronics.
Update and deploy policies to use environmentally sound practices for disposition	Yes	Surplus or end-of-life electronics are sent to the Defense Logistics Agency (DLA) for proper	Will continue working with DLA to obtain better data on cost effective electronics disposal.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance		disposal in accordance with GSA BULLETIN FMR B-34, Disposal of Federal Electronic Assets.	
Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products	Yes	USACE uses the Army's Computer Hardware, Enterprise Software Solutions (CHES) program, under PEO EIS. It is the mandatory source for commercial IT purchases. CHES contracts provide IT products and services that comply with NETCOM, Army and DoD policy and standards in accordance with AFARS Subpart 5139.1. USACE must use CHES to satisfy their IT requirements by utilizing CHES contracts and DoD Enterprise Software Initiative agreements first, regardless of dollar value. The CHES contract for hardware includes Energy Star and EPAEAT requirements.	Continue to follow Army policy to use the CHES contract which will ensure acquisition of 100% EPEAT and Energy Star qualified electronic office products.

Goal 8: Renewable Energy

**USACE Renewal Energy Percentage of Total Electricity Usage,
Figure 8-1**

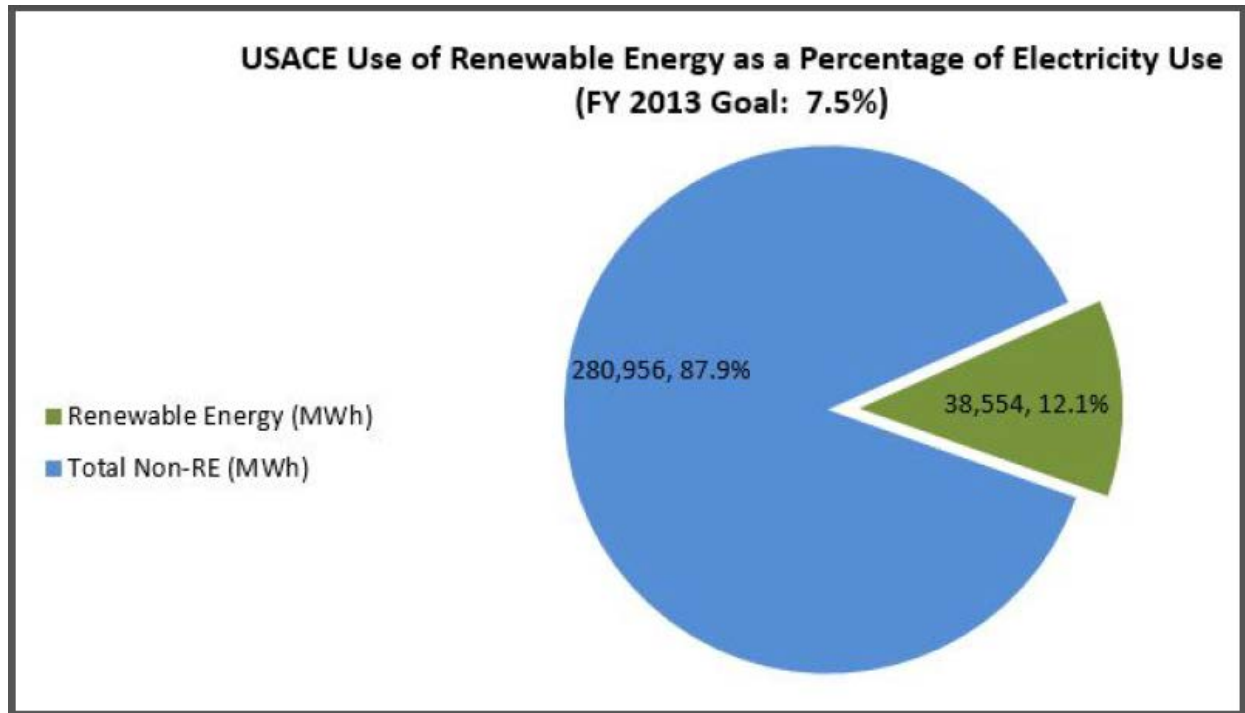


Table 8: Goal 8 Strategies & Renewable Energy

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Acquire renewable energy directly or through Renewable Energy Credits (RECs)	Yes	USACE advocates for expansions in capacity, improvements in efficiency, and increased on-site use of hydropower, at USACE hydropower generating facilities, to the extent consistent with the USACE hydropower mission and relevant congressional authorities. USACE also supports	Specific metric for FY2014-2015: Meet the federal (EPA Act 2005, Section 203) 7.5% renewable electricity goal.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		Federal Energy Regulatory Commission (FERC) licensing to third parties for USACE dams that do not currently generate hydropower, to include negotiating FERC licenses to require the licensee to provide renewable energy or RECs to the host facility.	
Install onsite renewable energy on federal sites	Yes	USACE will continue efforts to use the Civil Works O&M budget process and alternative financing tools to enable individual USACE facilities to implement life-cycle cost effective renewable energy (e.g., wind / solar) systems, and for the demonstration, rehabilitation, or replacement of small hydropower (station-power) units to generate power for use on-site. HQ USACE also initiated a FY 2014-2015 study of renewable electricity alternatives for Civil Works projects to consider the cost/benefit of various hydropower and photovoltaic options, and to propose one or more potential paths forward to achieve the 20% renewable electricity goal by FY 2020.	Specific metric for FY 2014-2015: Execute 100% of CW O&M funding for renewable energy ECMs. Specific milestone for FY 2014-2015: Identify opportunities for USACE investment in hydropower and/or photovoltaic generation and on-site consumption at selected USACE Civil Works projects.
Lease land for renewable energy infrastructure	Yes	US Army Engineering and Support Center, Huntsville (HNC) has power purchase agreement (PPA) contracting capability. USACE FY 2014-2015 strategy for PPAs is to	Specific target for FY 2014-2015: Verify that USACE has authority to lease Civil Works lands for renewable energy

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		identify one or more USACE facilities at which to evaluate USACE authority to lease Civil Works land for the purpose of installation of renewable energy infrastructure. If USACE determines that it does have the necessary authority, HQ USACE and HNC will work with District(s) or individual Civil Works projects to determine the viability of executing a PPA.	infrastructure. Specific milestone for FY 2014-2015: Identify one USACE Civil Works or USACE-owned facility to engage in a PPA initiative to test/verify authority and viability.
Develop biomass capacity for energy generation	No	Development of biomass capacity is not currently a strategy that USACE plans to adopt. USACE will continue to rely primarily on on-site generation and consumption of incremental hydropower, micro-hydropower and Photo Voltaic (PV) at USACE facilities as the means to maintain and improve performance on this goal.	
Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy	Yes	MSCs are gaining hands-on experience with alternative financing/performance contracting approaches to identify and implement ECMs, including ECMs for increasing renewable energy. USACE will continue executing alternative financing/performance contracts where economically viable and where leadership has determined such approaches support the mission objectives and priorities	Specific milestones for FY 2014-2015: (1) Establish USACE commitment for the January 2014 - December 2016 PPCC; (2) Implement ESPCs/UESCs as needed to achieve the USACE PPCC commitment.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		of the affected facilities.	
Work with other agencies to create volume discount incentives for increased renewable energy purchases	Yes	USACE will continue working with GSA to leverage volume discount incentives for renewable energy purchases at locations where leadership has determined that renewable energy purchases are consistent with local mission objectives and priorities.	Specific metric for FY 2014-2015: Meet the federal (EPA Act 2005, Section 203) 7.5% renewable energy goal.

Goal 9: Climate Change Resilience

Table 9: Goal 9 Strategies - Climate Change Resilience

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Ensure climate change adaptation is integrated into both agency-wide and regional planning efforts, in coordination with other Federal agencies as well as state and local partners, Tribal governments, and private stakeholders	Yes	USACE will continue to expand efforts to integrate climate change adaptation into both agency-wide and regional planning efforts for new and existing infrastructure in accordance with overarching policy to mainstream adaptation, including collaboration with stakeholders.	(1) Update overarching policy statement, July 2014. (2) Continue to make new and updated adaptation planning methods and tools available publicly.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events	No	USACE will continue to update emergency response protocols and procedures for extreme weather events and will incorporate climate change as actionable science becomes available.	
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change	No	USACE is awaiting more detailed information in 2014-2015 at appropriate spatial scales about projected human health and safety impacts of climate change before updating workforce protocols and policies.	
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change	No	USACE will continue to produce and update policies and guidance to incorporate climate change in guidance for projects in accordance with authorities. No additional mechanism for incentivizing has been identified at this time.	
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies	No	USACE established overarching policy to mainstream adaptation in 2011 and affirmed commitment in 2014. (2) USACE instituted a Climate Preparedness and Resilience Community of Practice and a newsletter to disseminate information about climate	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		preparedness and resilience progress and activities internally and externally and continues regular teleconferences with climate change points of contact throughout all US operations areas.	
Identify vulnerable communities that are served by agency mission and are potentially impacted by climate change and identify measures to address those vulnerabilities where possible	No	USACE will continue to expand the use of social vulnerability information into agency missions, including integration into GIS capabilities. As this information develops, it will be incorporated into assessments of the vulnerability of mission and operations to climate change together with measures of physical vulnerabilities as inputs to policy development and decision-making where appropriate.	
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary	No	USACE will continue to work with science agencies directly and through other established forums to produce and test actionable science and to incorporate best available science in our risk-informed decision-making.	
Design and construct new	No	USACE will continue to	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change		develop guidance that supports implementation of climate change and resilience measures based on best available science for new and existing infrastructure as that science becomes useful in future for informing decisions at finer scales such as individual infrastructure elements.	
Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects	No	USACE will continue to develop and update policies and guidance to incorporate climate change in guidance for projects, based on best available science.	

Goal 10: Energy Performance Contracts

USACE Progress in Meeting President's Performance Contracting Challenge (PPCC) Goal, Figure 10-1

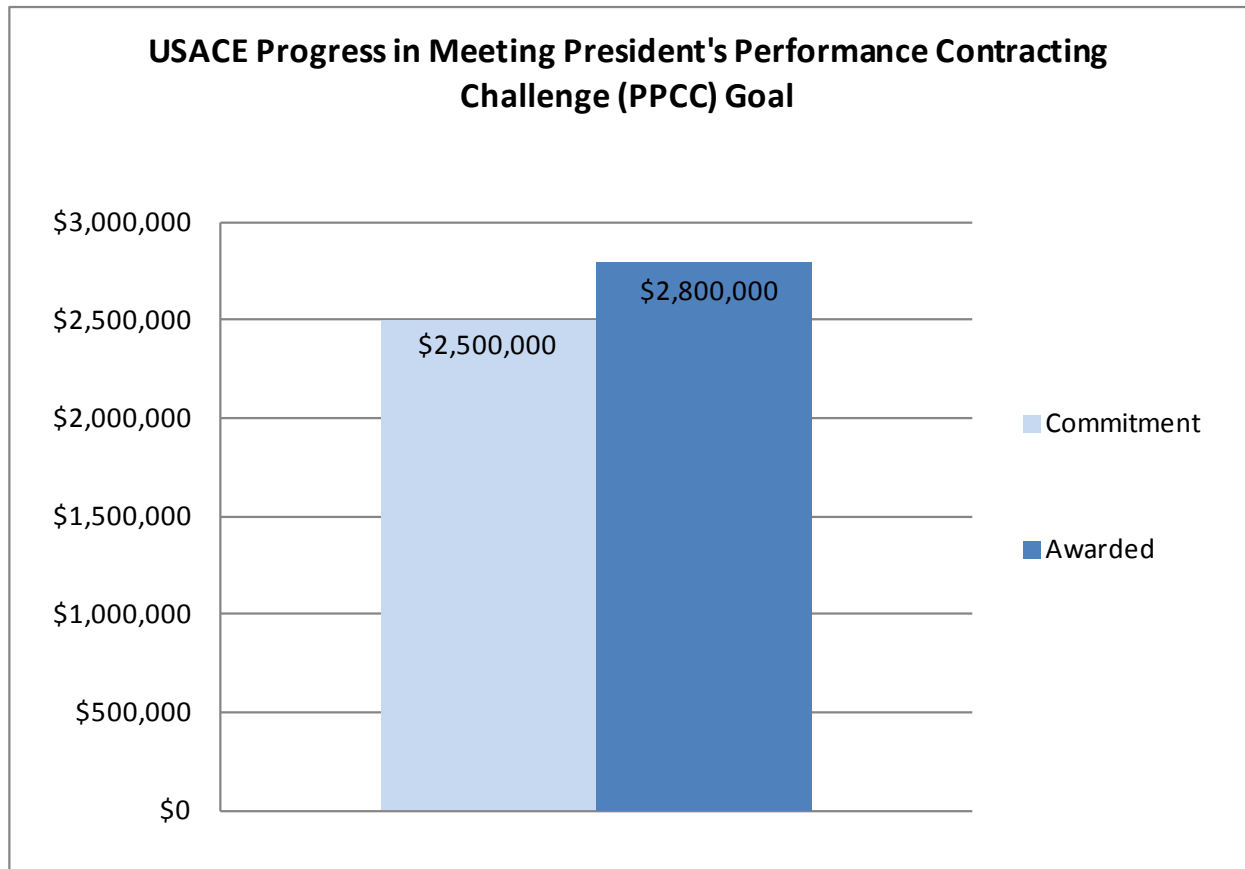


Table 10: Goal 10 Strategies - Energy Performance Contracting

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Evaluate 25% of agency's most energy intensive	Yes	USACE will develop an agency-wide sustainability investment strategy in FY14 that will	Specific milestones for FY 2014-2015:(1) Complete the USACE agency-wide

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
facilities for use with energy performance contracts		identify the best options for energy performance contracts.	sustainability investment strategy; (2) Establish USACE commitment for the January 2014 - December 2016 PPCC; (3) Implement 2-4 ESPCs to achieve the USACE PPCC commitment.
Prioritize energy performance contract projects which will provide greatest energy savings potential	Yes	USACE will develop an agency-wide sustainability investment strategy in FY 2014 that will identify the best options for energy performance contracts. HQ USACE will identify the best/highest payback projects and work with the MSCs and Huntsville Engineer Support Center (HNC) to identify/align resources and streamline contract award.	Specific milestones for FY 2014-2015:(1) Complete the USACE agency-wide sustainability investment strategy; (2) Establish USACE commitment for the January 2014 - December 2016 PPCC; (3) Implement 2-3 ESPCs to achieve the USACE PPCC commitment.
Cut cycle time of performance contracting process by at least 25%	Yes	HNC will evaluate and implement lessons learned from the recently executed ESPC on 30 May 2014, the first ever at a Civil Works facility.	Specific milestones for FY 2014-2015: Implement 2-4 ESPCs to achieve the USACE PPCC commitment.
Assign agency lead to participate in strategic sourcing initiatives	Yes	Assign the USACE Agency Energy Coordinator to participate in energy-related strategic sourcing initiatives.	Specific Milestone for FY2014-2015: Designate a certified energy manager as the USACE Agency Energy Coordinator in EISA 432 CTS.
Devote 2% of new commitments to small buildings (<20k sq. ft.)	Yes	The vast majority of USACE/Civil Works buildings are small (less than 20K sq.ft.). USACE will prioritize performance contracting	Specific milestones for FY 2014-2015:(1) Complete the USACE agency-wide sustainability investment strategy; (2) Implement 2-3

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
		initiatives to achieve 2% or more 3rd party investment in small buildings.	ESPCs with 2% or more of the investment focused on buildings less than 20K sq. ft.
Identify and commit to include 3-5 onsite renewable energy projects in energy performance contracts	No	Because of challenges developing economically viable energy performance contracts for USACE facilities, USACE chooses not to introduce additional constraints or conditions that may further challenge facilities involved in energy performance contract development.	
Ensure relevant legal and procurement staff are trained by FEMP ESPC/ UESC course curriculum	No	USACE has not identified this strategy as one of its "Top 5." USACE established an energy performance contracting center of expertise at HNC, and USACE is now leveraging HNC's capabilities to train legal and procurement staff at those USACE Districts and Divisions engaged in energy performance contracting actions.	
Provide measurement and verification data for all awarded projects	No	USACE has not identified this strategy one of its "Top 5," but USACE intends to support officially established (e.g., legal or regulatory requirements and Administration policy) federal reporting requirements.	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Enter all reported energy savings data for operational projects into MAX COLLECT (max.gov)	No	USACE has not identified this strategy one of its "Top 5," but USACE intends to support officially established (e.g., legal or regulatory requirements and Administration policy) federal reporting requirements.	